MHI
Copy 3

FM 12-2

DEPARTMENT OF THE ARMY FIELD MANUAL

ADJUTANT GENERAL SUPPORT IN THEATERS OF OPERATION

INFANTRY SCHOOL LIBRARY
PROPERTY
OF
U S ARMY
FT BENNING GA

HEADQUARTERS, DEPARTMENT OF THE ARMY
JANUARY 1968

TAGO 8359A

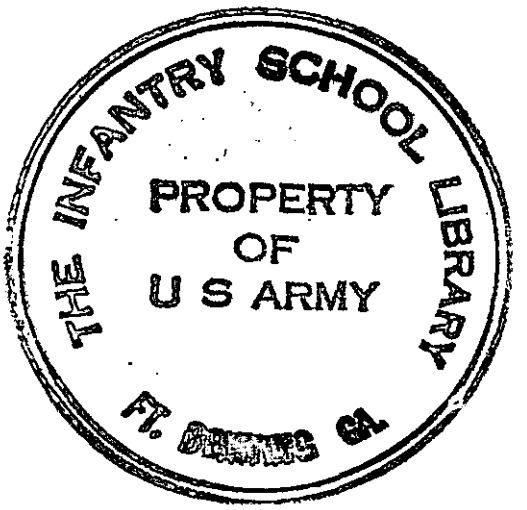
FIELD MANUAL
No. 12–2

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *16 January 1968*

ADJUTANT GENERAL SUPPORT IN THEATERS OF OPERATIONS

		Paragraph	Page
CHAPTER 1.	INTRODUCTION	1–1—1–3	2, 3
2.	FUNCTIONAL SYSTEM OPERATIONS		
Section I.	Personnel records keeping	2–1—2–4	4–11
II.	Personnel management and actions	2–5—2–6	11, 12
III.	Automated system for assignment of replacements	2–7—2–9	12–15
IV.	Casualty reporting	2–10—2–12	15–19
V.	Administrative services	2–13—2–21	19–26
VI.	Postal	2–22—2–26	26–29
VII.	Special services	2–27—2–29	29, 30
CHAPTER 3.	ADJUTANT GENERAL'S OFFICE AND DIRECT SUPPORT UNITS		
Section I.	Adjutant general's office	3–1, 3–2	31, 32
II.	Personnel and administration battalion, ASCOM	3–3—3–5	32, 33
III.	Personnel and administration battalion, army/corps support brigade	3–6—3–8	33–35
IV.	Personnel service company/detachment	3–9—3–12	35–37
V.	Replacement regulating detachment	3–13—3–15	37, 38
VI.	Administrative service detachment	3–16—3–19	38–40
VII.	Army post office	3–20—3–23	40
VIII.	Special services detachment	3–24, 3–25	41–43
IX.	Band	3–26, 3–27	44
CHAPTER 4.	ADJUTANT GENERAL SECTION, ADMINISTRATION COMPANY, DIVISION/SEPARATE BRIGADE		
Section I.	General	4–1—4–3	45–47
II.	Functions by element	4–4—4–8	48–56
III.	Airborne or airmobile adjutant general section	4–9—4–14	57
APPENDIX.	REFERENCES	———	58, 59

*This manual supersedes FM 12–2, 25 June 1965 and FM 12–2–1 (TEST), 17 April 1967.



CHAPTER 1
INTRODUCTION

1–1. Purpose and Scope

a. This manual provides guidance to commanders, staff officers, and other interested personnel on the mission, organization, functions, and responsibilities of adjutant general elements within theaters of operations. It contains the policies for planning and operating adjutant general support of the theater army and its subordinate commands and is predicated on the assumption that such support exists in a highly automated environment.

b. The material presented is applicable to nuclear and nonnuclear warfare. The employment of chemical, biological, and radiological agents, and protection from them, are covered in detail in other publications and these topics are not discussed in this manual. The doctrine presented herein is compatible with stability operations. Doctrine concerning the employment of non-air defense weapons against aircraft is applicable to all adjutant general elements within the theater army that are equipped with conventional infantry groundfire weapons. This doctrine is outlined in paragraph 27*d*, FM 12–11. This manual is consistent with other field manuals and army regulations that cover the technical aspects of adjutant general support in a theater of operations.

c. Army regulations have been promulgated to cover in detail the technical application of the doctrine, policies, concepts of operation, and systems outlined in this manual. Oversea commands have plans and procedures to apply such doctrine to the peculiar demands of their respective locations and missions.

d. This manual discusses the principal mission, functions, organization, and concepts of adjutant general elements in support of the theater army in an operational area. It outlines the adjutant general organization at each level of command and its relationship to other command levels.

e. Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to Commanding Officer, U.S. Army Combat Developments Command Personnel and Administrative Services Agency, Fort Benjamin Harrison, Indiana 46249. Originators of proposed changes which would constitute a significant modification of approved army doctrine may send an information copy through command channels to the Commanding General, USACDC, Fort Belvoir, Virginia 22060, to facilitate review and followup.

1–2. Concept of Operations

a. The combat service support system is based to a high degree on the employment of automatic data processing equipment (ADPE) to increase the responsiveness to user requirements and management needs, and to speed up data processing (this equipment includes modern, high capacity, digital computers and high speed, terminal, input/output devices linked together by a high capacity and reliable communications system).

b. The policy of management by exception is executed through the extensive use of summary reports and printouts by the ADPE located at various control centers. These summary reports and printouts indicate trends or situations which may require direct intervention to assure efficient, timely, and economical combat service support operations.

c. The appropriate general staff sections of major headquarters conduct routine management through the functional control centers attached to the headquarters.

d. The special staff sections of all major headquarters have been integrated into general staff activities.

e. Centralizing and controlling personnel record keeping in the division support command and in personnel service centers located at personnel command (PERSCOM), area support command (ASCOM), and support brigade, minimize record keeping at unit level.

f. Support units are organized to function in either the communications zone or the combat zone.

1–3. Adjutant General Support

This manual describes operational concepts and organizations in terms of major personnel and administrative functions, administrative services, and morale services. It places primary emphasis on field army direct support operations; however, to promote a better understanding of overall relationship, it treats all the functional systems, from those serving the theater army to those serving the company size unit.

a. The commander retains overall responsibilities and prerogatives in the area of personnel and administrative support but is not concerned with routine day-to-day operations. He retains on his staff only the personnel necessary to provide command policy and planning, and internal operations of the headquarters. He is provided personnel and administrative support by the appropriate support command/brigade.

b. The personnel command of the theater army support command (TASCOM) provides general personnel and administrative support to direct support activities in the COMMZ and the combat zone. These activities include personnel, administrative, finance, prisoner of war/civilian internee, graves registration, confinement and rehabilitation, crime laboratory, and chaplain organizations, and are described in FM 29–6. The personnel command's personnel and administration center (PAC) serves as a functional control center and performs routine personnel and administrative functions. The PAC, under the operational control of the ACofS, Personnel, PERSCOM, consists of the personnel and administration agency and a supporting automatic data processing unit.

c. The adjutant general's office of each major command, whether located in the COMMZ or combat zone, operates under the general staff supervision of the ACofS, Personnel. It provides internal management and services for the headquarters through a distribution center, limited reproduction facilities, central classified document repository, and headquarters correspondence and publications library. It coordinates receipt and dispatch of official mail and electrically transmitted messages with the army post office and signal communications facilities. It coordinates volume reproduction requirements and central records service with the supporting administrative service detachment.

d. The personnel and administration battalion (P&A Bn) of the area support command (ASCOM) or the army/corps support brigade provides direct support, personnel and administrative services to personnel of nondivisional units (other than separate brigades) in the COMMZ and army/corps areas. The P&A Bn may also provide such direct support to corps and divisions operating independently. Direct support units are described in chapter 3. Personnel and administrative direct support in the COMMZ is also described in FM 54–6–1 (Test). The headquarters of the P&A Bn forms the nucleus of the personnel service center—a functional control center. The personnel service center employs the ASCOM or army/corps support brigade ADP facility on a time sharing basis. The respective ASCOM/support brigade ACofS, Personnel, exercises operational control of the personnel service center.

e. Direct support, personnel and administrative services to personnel and units of divisions or separate brigades are provided by elements of the administration company organic to the division support command or the separate brigade support battalion. This direct support is discussed in chapter 4.

CHAPTER 2
FUNCTIONAL SYSTEM OPERATIONS

Section I. PERSONNEL RECORDS KEEPING

2–1. Operational Concepts

a. Theater Army ADP System. The theater army ADP system relieves commanders of the clerical burden associated with personnel management. The term, "level", rather than "echelon" is used throughout this manual to relate the degrees of responsibility for personnel records keeping at various echelons of command, to describe the functional relationship between the ADP system and the organizations which it links together, and to emphasize the functional role of personnel records keeping as a tool of the commander rather than an end in itself.

b. *Levels of Responsibility.* Three levels of records maintenance responsibility exist within the theater of operations, each with a successively more complex role than the preceding level. Each contributes to the overall flow of data from the small unit level to the theater army data processing center, or apex, within the theater of operations. These levels are compatible with the conventional echelons of command within the theater army.

(1) The first level of responsibility is normally considered to be at the small unit or company level and comprises all units or individuals that originate input to the second level. Such input may also originate as a by-product of parallel vertical systems at medical, military police, and graves registration activities. Direct-access, input/output digital devices link the originators and the servicing data processing activities and serve as a means for transmission of all administrative actions at the first, or originating level.

(2) The second level is defined as the point at which the "command" tapes are established and maintained, and is found at the lowest organizational support element to which ADPE is allocated for administrative purposes (e.g., area support commands, army/corps support brigades, and support commands/battalions of divisions/separate brigades). Data received from remote input/output digital devices is recorded at the computer site for processing in accordance with established schedules and priorities. Output data and reports from computer processing to the requestor are comprised of the input data arrranged in report format. Output data and reports are delivered to the records processing branch for final disposition.

(3) The third level is defined as the point at which the field administration personnel record is maintained on magnetic tape and disc files within the theater of operations. It constitutes the apex of personnel records keeping activities within the field army. Consistent with increased scope and volume, operations are essentially the same as those of the second level. The theater army personnel and administration center is the repository and administrative agency for individual and unit records and reports. Department of the Army and theater army policies determine the extent to which hard-copy documentation is retained in the theater. The majority of these

documents and reports are reproduced and miniaturized, for retention in the theater, on microfilm, video tape, or similar processes of reproduction and storage. The originals of such documents and reports are permanently retired to a record repository in CONUS. Magnetic tape and disc files are maintained on the basis of changes reported from second level elements by digital data transmission or transaction tape shipments. Magnetic-tape files are used primarily for maintaining individual personnel records and statistical data relating to them. These files are more detailed and complete than command tapes maintained at the second level. The disc, or random access, file is used primarily for maintaining perpetual inventory of unit status and contains only a minimum of individual identity and status information applicable to position assignments.

c. *Command Requirements.*

(1) The personnel records keeping system provides the user with the personnel data and information necessary to accomplish his mission. Department of the Army and theater army commanders specify certain data and information to be maintained. Local commanders may specify additional data and information to be maintained to support their requirements. The system provides information on a continuing basis to users other than personnel support activities for current use and planning purposes.

(2) The commander is aided by ADP in making decisions relating to personnel operations and management. Automatic data processing techniques are geared to gather, store, compare, and analyze data, and to develop a valid data base for these decisions. Input data is reduced to the simplest terms and forms consistent with accuracy and ease of assimilation into the data base. Standard transaction language is used for the internal operation of the system to select and execute the desired records data operation. This not only facilitates records keeping, but also permits interaction with other parallel systems. Output data and reports are placed in a format that can be readily understood by action personnel at all levels.

(3) In a peacetime environment, the control and operation at Headquarters, DA, of a vertical personnel system is adequate and greatly reduces the amount of detailed information to be maintained at lower levels. However, during an accelerated transition or escalation from peace to war, it is difficult to retain the necessary stringent controls under a purely centralized system. Under such conditions, it becomes necessary to provide centralized control with decentralized operation—the degree of centralized control being adjusted to the rate of escalation from peacetime to wartime conditions. To smooth the transition, a third-level personnel records activity is established at the theater army PAC. The PAC serves as the pivotal point between the two extremes of complete centralization and complete decentralization. This center initially functions as a monitor for coordination during implementation. In addition, it plays a support role in relieving subordinate levels of responsibility for producing reports destined for DA, and in providing backup of systems at the second level of responsibility.

(4) The commander is recognized as the primary source of data concerning the individual in those matters which are within the province of the local commander to influence or determine. However, as personnel actions are reported daily to the servicing data processing activity, the commander is relieved of the responsibility for further custody and maintenance of such data. Those elements of

data required for local command and management action are maintained on the command tape. This data, plus other personnel data of a historical nature not required for personnel management at the second level but vital to the accurate maintenance of a complete service record of the individual, is forwarded to the PAC for update and retention as part of the administrative field personnel record file. Based on a scheme of predetermined priorities, the appropriate commander of the individual concerned has access to both records.

d. Channels. The functional channels for routing data are depicted in figure 2–1.

(1) Status information is defined as that data relating solely to the individual or his record. The scope of such data is best illustrated by the items of information to be maintained in the administrative field personnel record at the PAC.

(*a*) By virtue of the proximity of the individual to the commander, the majority of individual status reports originate at the small unit level and flow directly to the data processing activity for update of the command tape and relay to the PAC for maintenance of the administrative field personnel records, and ultimately reach Headquarters, DA, for the update of the master record maintained there.

(*b*) Status information emanating from medical, military police, and graves registration activities is transmitted directly to the PAC. These channels are designed to facilitate resolution of conflicting data and to minimize interference between parallel vertical systems.

(2) Personnel records keeping in its traditionally passive role should not be confused with the active process of personnel management and administration. The latter is properly a function of command under the guidance and supervision of the appropriate staff officer and includes military courts, boards, investigations, and recommendations for personnel actions beyond the scope of the local commander to resolve or predict. However, each action, to some degree, requires selected personnel data which is extracted by programed computer processes and returned to the normal command channels for decision. Computer processes are used to the greatest extent in accomplishing administrative actions that require analysis of individual records against established criteria, as for example, in determining eligibility for school attendance. In any instance, the data processing activity serves as a management tool to relieve commanders at all levels of routine clerical and administrative details.

(3) Data processing activities at the second and third levels of responsibility (ASCOM, army/corps support brigade, and DISCOM/separate brigade support battalion) produce quantitative statistical reports of status changes.

(*a*) Statistical data is accumulated as a by-product of the daily updating of the command tape. Therefore, data relative to certain categories of personnel or units is immediately available, on demand, for local command or management requirements.

(*b*) Controlled, recurring reports within the COMMZ or combat zone may be generated, as the result of required specialized processing, and transmitted through command channels to the appropriate command headquarters. The reports may contain tactical or logistical support requirements.

(*c*) The PAC accumulates or computes statistical data required by Headquarters, DA, on a theater army-wide basis, from verified status and strength data obtained in processing the field administrative personnel file.

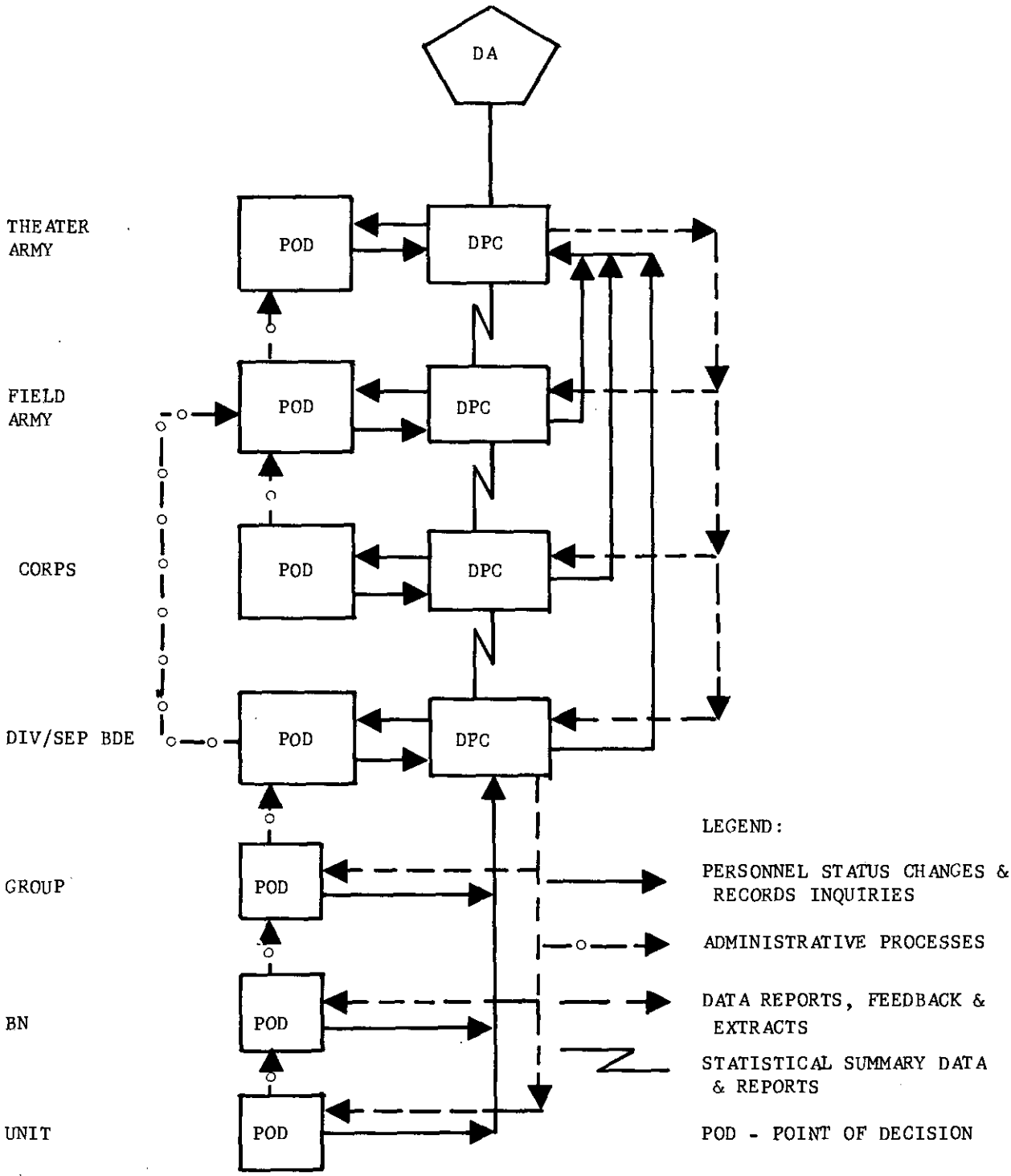


Figure 2–1. Personnel records keeping data flow.

(*d*) The data processing activity at the second level of responsibility automatically provides statistical recapitulations to supported units. This data is distributed as part of the unit manning report for the information and guidance of unit commanders.

e. Transaction Codes.

(1) How effectively the ADP system reduces manpower and administrative routine is dependent on how accurately and simply input data may be entered into it. A program file catalog of transaction codes makes it possible to express requirements in a format readily assimilated by the system, and to do so with a minimum of conversion or manual intervention. The transaction codes are related to specific ADP routines for performing repetitive clerical operations of research, solution comparison, and acceptance of certain prescribed records data.

(2) The transaction code program file consists of a catalog of numeric designators categorized by type of action or function. These designators are keyed to computer programs designed to accomplish automatically all requirements of DA and command policies and procedures.

(3) Transaction codes are also provided for reports generation by the use of pseudo instructions and statistical tables related to stored data. Unit identity codes are required to select the appropriate set of statistical data to be manipulated. A variable field of statistical parameters is required to accommodate the normal scope of statistical usage. Daily, routine statistical computations are normally programed for computer processing and assigned an appropriate transaction code for immediate execution and processing on demand.

(4) Optional policies of the appropriate commands are included as addenda to computer programs and have corresponding transaction codes; however, the basic codes and programs are regulatory in nature and are centrally controlled at Headquarters, DA.

f. Processing Priorities.

(1) Computer executive routines control processing according to a predetermined schedule of priorities for access to the system. Transaction codes are applied to input data and source of inquiry to determine the schedule.

(2) Those transactions affecting unit strength and effectiveness are produced on a six-hour cycle. Those of an administrative nature, not affecting strength, are processed twice a day at twelve-hour intervals. All other transactions regardless of type and origin are processed on a schedule of not less than twelve hours.

(3) A predetermined priority of command override of the normal processing schedule is established at each data processing activity for key commanders and staff elements within the responsibility of the activity. The order of precedence is arranged in ascending numerical sequence from the highest to lowest command element being serviced within transaction code. This establishes the type of action as paramount within the command echelon to achieve proper balance and operating efficiency in response to total requirements of the system.

g. Computer Processing.

(1) Personnel record tape files are established, and maintained, and controlled, recurring reports are prepared through standard computer programs centrally developed and distributed at Headquarters, DA level. These computer programs relate to applicable regulations so as to reduce distribution of hard copy directives within the army in the field. They are constructed to identify at each level, logical exit and reentry points in standard programs for initiation of subsid-

iary programs which permits the exercise of authority delegated to major commands.

(2) Programing personnel at each level of data processing authority are responsible for the development of computer programs to accomplish command requirements for data and internal reports. However, programs designed to add elements of data to the command tape for appropriate use and reference are submitted to the PAC for coordination and approval prior to implementation. Elements added to the command tape through such programs are deleted upon transfer of records to other data processing activities. Deletion or modification of standard elements of data is not authorized.

(3) In summary, computer processing provides for transaction code input data to be processed automatically by standard programs in order to produce uniform output in conformity with the criteria established in regulations and policies. This cycle of automatic selection and comparison of highly repetitive routine data by computer processes, relieves the commander of the slow reacting manual effort that would otherwise be necessary to produce the same result.

h. Alternate Capabilities.

(1) Alternate capabilities for continuous operation of a personnel records keeping ADPS are inherent in the mutually complementary relationship maintained between levels of data processing activities and echelons of command.

(2) All changes which affect individual or unit status are reported to the second level of responsibility for updating of the command tape for supported units. Such changes also successively update the administration file (third level) at the PAC and the Headquarters DA, (fourth level) personnel file. This provides the technical capability to recover and reconstruct all or any portion of the total system.

(3) To neutralize the adverse effects of isolated disability, of part of the system, or limited losses, standby procedures are designed for the systematic shipment of command tape files and transactions tapes to designated alternate sites on a daily cyclic basis. As each increment of the tapes is received at the designated sites, obsolete tapes are erased and redistributed for reuse by division and army/corps support brigade data processing activities. The PAC acts as intermediary for units located in the COMMZ, while the field army headquarters acts as intermediary for units located in the combat zone.

2–2. System Relationships

a. DA Systems. The consolidation at Headquarters, Department of the Army, of input from CONUS support systems and the theater support system requires that an expanded and standardized personnel data base for officer and enlisted personnel be maintained at that headquarters, on magnetic tape. The policy of maintaining a minimum of hard-copy data within the theater army generates the requirement for permanently retaining complete data at a centralized repository within CONUS. This repository does not need to be collocated with the DA data base facility because the tapes are maintained on the basis of reports from units rather than by direct reference to the hard copy. However, these functions serve jointly as the fourth level of responsibility for records keeping. The Headquarters, DA, computer base provides that headquarters immediate access to raw data concerning any or all echelons of command. The data that flows vertically between levels within the system (para *b* below) is consolidated at each successively higher level until it reaches Headquarters, DA. The composition of the data base at each level is consistent with the authority and responsibility for that level. This inverted pyramid of data substantially reduces requirements for field commanders to submit various reports derived from the same basic raw data on individuals.

b. Related Theater Systems. Correlation between related theater systems and functions is automatically achieved by means of computer programing techniques. These techniques use transaction codes as the automatic reaction index to related requirements of various support functions. The personnel and administration input of all parallel vertical combat service support systems is correlated at the PAC. In addition, supplemental correlation is necessary at each command level. Data relative to any type of activity within a given echelon of command is available from the second level data processing activity to the commander and other designated persons upon request or as required by preestablished schedule. Combat service support of the division or separate brigade usually is provided by organic units, and consequently, correlation within these organizations is accomplished through internal administration.

2–3. Organizational Structure

a. The organizational structure for personal records keeping is designed to conform with the support command concept.

(1) *Theater army.* The PAC maintains the field administrative personnel record tape file and provides theater level personnel services and administration.

(2) *Theater army subordinate units.* The command record tape file is maintained and the required personnel services and administration are provided, to the general types of units listed below, by the specific type of organization indicated opposite each.

(*a*) COMMZ units—area support command.

(*b*) Army units—army support brigade.

(*c*) Corps units—corps support brigade.

(*d*) Divisional units—division support command.

(*e*) Separate brigade units—corps support brigade. The separate brigade does not have an ADP capability and is satellited for this type of service on the corps support brigade in whose area it is operating.

b. Records processing branches are component elements of the personnel records division, personnel service company/detachment, ASCOM and corps/army support brigades and of the personnel service division, adjutant general section of the administration company, division/separate brigade.

c. Each records processing branch consists of a headquarters section, processing unit(s), and a service unit.

(1) *Headquarters section.* The headquarters section is primarily responsible for the overall administration and supervision of the operating units of the branch.

(2) *Processing unit(s).* *Processing* unit(s) provide routine personnel information and records maintenance services direct to supported units and to other headquarters and staff elements. Processing units have the capability to fragment into teams and when the tactical situation warrants, send teams out for attachment to subordinate elements. Under normal operating environment, this capability is used to facilitate subdivision of workload by functionalized grouping according to types of actions processed, or by proportionate grouping of supported units without regard to type of action. The number of processing units authorized for each records processing branch is determined by the population and administrative activities of the force to be supported. The functions performed by processing units are essentially identical between branches, with only minor deviations according to volume of work and the echelon of command.

(3) *Service units.* Service units provide to supported headquarters (*b* above) personnel information and records maintenance services in conjunction with special projects, surveys, or reports pertaining to large segments of the supported force without regard to unit identity. The staffing of service units is determined by the population and administrative activ-

ities, or the force to be supported, in the same manner as that of processing units.

2–4. Functions by Level of Responsibility

a. First Level. As the primary manager of personnel, the small unit commander initiates most of the personnel and administration data fed into the system. The major part of his input is conveyed by means of the unit manning report. This report is prepared by the servicing data processing activity as changes warrant or as required by the unit commander. Changes in the status of individuals or the unit are reported by various means, as appropriate to the nature and source of the report.

b. Second Level. Functions at the second level encompass the initial processing of input data from first level sources, the exchange of data between data processing activities at this level, and the transmission of data to satisfy vertical systems requirements relative to personnel status and strength. Operating procedures to be applied in processing changes in status and requests for information or action is determined by the mode in which such input is received.

c. Third Level. Personnel records keeping functions at the third level of responsibility are essentially the same as those at the second level except for the increased volume and complexities commensurate with the higher echelon of command. The PAC is the custodian of the field administrative personnel record and is the apex of parallel vertical personnel and administrative systems within the theater. Therefore, all personnel data relative to status and strength is reported promptly to the PAC by intermediate data processing center activities. The bulk of this data normally is transmitted from computer to computer or by shipment of magnetic tapes, punched cards, or paper tapes. Selected historical and legal documents, and other papers, photographs, and charts not conducive to digital data translation may be retained in the theater for a limited period of time before forwarding to a CONUS repository. However, if the need for future reference is anticipated, the record may be reproduced on microfilm prior to forwarding.

Section II. PERSONNEL MANAGEMENT AND ACTIONS

2–5. General

a. Use of Information. Personnel management and personnel actions are intimately aligned with the personnel record keeping function and aid in management and control. Recognizing and making effective use of the information available at the various levels of responsibility can greatly reduce the number of reports subordinate echelons must submit and the volume of information they must maintain.

b. Authority. As a basic practice, approving authority is delegated to the lowest possible level of command commensurate with DA and theater policy. When approval authority is retained by the theater army commander, the action communication flows to the PAC of PERSCOM for such action as that commander may direct. When any commander's policy requires submission of the action communication to his headquarters prior to making final decision, the personnel service company/detachment assembles all supporting data before forwarding the communication. The commander returns all correspondence to the personnel service unit (company/detachment) for final processing when decision is reached.

2–6. Functions

a. Personnel Management. Personnel management includes the following functions: classification and reclassification, assignment of individuals, processing of applications for schooling, personnel utilization, appointments, promotions, reductions, redeployment, and rotation of personnel (chap 3, AR 600–16, and AR 600–17). Replacement assignment and casualty reporting are discussed in paragraphs 2–7 through 2–12. The required research for criteria and policy on most personnel management actions is accomplished by the personnel service unit rather than by the initiator. When input/output devices are available for use by the initiating unit and when individual service member signatures are not required, the communication between the initiating unit and

higher levels of responsibility need not include hard copy.

b. Personnel Actions. Personnel actions include the following: release from active duty, discharges, extension and curtailment of foregin service tours, officer efficiency reports, and requests for leave (chap 4, AR 600–16, and AR 600–17).

Section III. AUTOMATED SYSTEM FOR ASSIGNMENT OF REPLACEMENTS

2–7. Relationships

a. The correlation necessary between the theater army automated system for assignment of replacements and the CONUS system is accomplished through the vertical personnel and administrative system which extends from the unit through Headquarters, DA (para 2–2). The replacement system reports requirements by composition, status, and strength, on the basis of the individual status changes reported from data processing elements of supported activities within the theater army.

b. A high degree of correlation is also requisite between the theater army automated replacement system and systems of the transportation and supply and maintenance command.

(1) Movements of replacements into or within the theater must be coordinated with the movements control center of the transportation command by furnishing actual and anticipated transportation requirements. The replacement element of the PAC sends transportation requirements and forecast to the movements control center, which responds by furnishing PAC with movement instructions.

(2) The issuance of organizational equipment to unit replacements entering the theater must be coordinated with the supply and maintenance command. This coordination is achieved by the replacement element of the PAC, which transmits information of projected staging points to the supply and maintenance command.

2–8. Concept of Operations

There exists one centrally controlled system for the assignment of replacements to units within theater army.

a. The PAC of the PERSCOM maintains the field administrative personnel record file on all theater army personnel.

(1) It requisitions, assigns, and operationally controls individual and unit replacements, including personnel within the theater who are being returned to duty status. The replacement element of the PAC centrally performs reclassification and reassignment actions for the latter.

(2) In assigning individual personnel replacements, the PAC uses ADP techniques to match inventories against existing vacancies, in consonance with theater-established priorities. Each commander furnishes priorities for assignment of replacements to units within his command. The theater army commander controls replacements until they arrive at the unit of assignment. At this point the commander of the unit of assignment assumes control and may change priorities of assignments, take reassignment actions, and, when authorized by the theater army commander, divert replacement shipments.

b. In the ASCOM and the FASCOM, personnel service companies/detachments maintain the command record file and provide replacement status reports pertaining to individuals assigned or attached to units supported.

c. In divisions and separate brigades, the adjutant general section, administration company, maintains the command record file and provides information regarding personnel shortages and replacement status reports on individuals assigned or attached for 30 days or more.

d. Replacements are charged against theater trainee, transient, and patient strength from the time of departure from the port of

embarkation until their arrival at the unit of assignment. The replacement element of the PAC maintains a continuous inventory of the replacements enroute from port of embarkation to unit of assignment. The replacement status report reflects the number of replacements assigned against requirements. The replacement element of the PAC advises DA on movement of replacement packets to points of entry that lie closest to ultimate units of assignment. Simultaneously, the PAC element notifies the appropriate replacement regulating units, supporting these points of entry, that the replacements are due to arrive and furnishes shipment numbers, names, and units of tentative assignment. The receiving replacement regulating unit verifies assignments made by the replacement element of the PAC when the replacements arrive in the theater. Replacements are moved directly to the unit of assignment.

e. Theater army replacement stockage is reduced to a minimum based on immediate requirements. However, stockage may be increased by a short range lead (0–7 days) to sustain planned major tactical operations where the transportation capability cannot support the planned replacement movement required.

2–9. Functions

a. Control.

(1) The personnel and administration center, PERSCOM, centrally controls the replacement system at theater army while decentralized operations are performed in the COMMZ and field army by replacement regulating units. Upon arrival or reported availability of replacements within the theater, the PAC exercises complete control over their assignment. Replacement regulating detachments, assigned to the PERSCOM and the army/corps support brigades, receive and stage unit replacements from CONUS and from within theater army, and provide them with mess and billets.

(2) The replacement element of the PAC notifies those regulating detachments that are located at points of entry when incoming shipments of replacements from CONUS are expected to arrive. These detachments, in turn, furnish to the PAC daily reports reflecting the numbers and types of replacements received and placed in transit to predetermined destinations, and the numbers and types on hand awaiting onward transportation. The replacement element, PAC, keeps commanders informed as to replacement allocations made to their units.

(3) Replacement regulating units report to the replacement element of PAC any individuals who fail to arrive with other members of their shipment. The PAC, in turn, informs Headquarters, DA, of such nonarrivals after insuring that they are not carried elsewhere in the theater army inventory.

(4) When it is determined that a replacement shipment will not be sent to the unit of assignment, the replacement element of the PAC cancels the assignment instructions, notifies the appropriate direct support personnel unit, and adjusts the consolidated vacancy file. Upon receipt of cancelled assignment instructions, the personnel unit adjusts the daily vacancy tape accordingly.

b. Requisitioning. Theater army submits a monthly projection of personnel requirements to DA. This projection reflects anticipated theaterwide requirements by MOS and grade for dates that are from two weeks to eigth months after the projection. The two-weeks projection serves as the theater army requisition. Each projection is coordinated before submission with the theater army G1 to reflect any change to the troop basis and projected tactical operations and priorities that will influence replacement requirements. Unit replacement requirements are based upon the recommendations of the theater army G1 and G3 after consideration of known and estimated combat losses. Known losses, reported by the personnel service units and personnel service divisions, are consolidated at the PAC and supplemented by the estimated personnel losses

derived through the use of personnel loss rates. Requisitions to DA include shipping instructions that designate ports of debarkation within the theater for specified replacement shipments. Emergency requisitions for critical requirements and changes to requisitions may be submitted from the PAC to Headquarters, DA, at any time. In the event requested changes cannot be made, DA informs theater army to permit the latter headquarters sufficient time to take appropriate action.

(1) Replacement estimates for the theater army are determined by the ACofS, G1, at theater army headquarters, and are based on data input from the G1/S1 activity at each echelon of command. Replacement estimates are based upon the net losses determined through application of loss rate tables and adjustment to reflect expected administrative losses and gains such as those occasioned by reorganization, changes in strength ceilings, and intra-theater gains.

(2) The replacement element of the PAC prepares a weekly theaterwide consolidation of individual and unit requirements. This consolidation is used by the PAC as a basis for allocating replacements to units within the theater army, and contains priority codes for guidance in making allocations when insufficient replacements are available to fully satisfy the requirements. In addition, it is used in preparing the monthly projection that is forwarded to Headquarters, DA.

(3) Direct support personnel units transmit daily to the replacement element of the PAC files containing identification of the supported unit(s) and information on existing and projected vacancies. These vacancy files are prepared from command personnel records and are used to request individual and unit replacements. The replacement element of the PAC fills these requisitions to the fullest extent of its capability, subject to priorities established by theater army headquarters. Inasmuch as the direct support personnel unit's computers requisition all replacements on a daily basis, and unfilled requisitions are cancelled daily, the day's requisitions reflect the actual situation by unit within the theater army. At the time requisitions are filled, the replacement element of the PAC advises major commands of the number of replacements allocated by grade, branch, and MOS for each unit, and sends the personnel command record, of the assigned replacements, to the gaining direct support personnel units.

c. Assignments. The assignment of replacements to units may be made by Headquarters, DA, or by the theater army headquarters. In the latter case, assignment may be made while replacements are enroute to the theater or after their arrival in it. Assignments are made on the basis of files that reflect vacancies in units and information that indicates availability of theater-generated replacements. Direct support personnel units transmit to the theater army replacement element in the PAC files that reflect total vacancies for each division and separate brigade, and vacancies by individual organization for nondivisional units other than separate brigade. Replacement regulating units transmit information to the PAC that reflects assignment availability of personnel from inactivated units, availability of personnel returned to duty, and amended assignments of transient replacements.

(1) Officers through the grade of 0–5 and all enlisted personnel are assigned through computer programing by matching the MOS and grade against the vacancy position. Officers of grade 0–6 or higher are assigned manually through comparison of the command personnel record with a listing of available vacancies. In those cases where special requirements have been furnished the PAC in advance, the assignment of special category personnel is coordinated with the appropriate command.

Classification and assignment personnel manually assign replacements that, due to some assignment limitation, cannot be automatically assigned to a duty position. This action is accomplished through the use of a list of remaining vacancies and a printout of unassignable replacements.

(2) The replacement element of the PAC transmits assignment information to the initial replacement regulating unit receiving the replacements. Formal assignment information and instructions are used for this purpose rather than separate published orders. Upon receipt of assignment instructions, replacements are transported to the unit of ultimate assignment. During such movement, replacement regulating units that are advantageously located along the lines of communication provide the necessary support. Additionally, these replacement regulating units act as check points in the control of replacements within the system. If the receipt of assignment instructions is in any way delayed, the replacements are immediately moved from the airhead or water port to the nearest replacement unit that is capable of billeting and feeding them.

(3) The second level activity concerned transmits the command personnel records of individual replacements to the direct support unit that provides service to the unit(s) of assignment. Upon receipt of these records, the personnel unit notifies unit(s) of assignment by means of the unit manning report as to replacements assigned. The manning report carries individual replacements as in transit until they physically arrive at the unit of assignment. The unit then reports them as present for duty and they become a part of unit accountability.

(4) The replacement element of the PAC sends assignment instructions for personnel being returned to duty status through the replacement regulating unit that supports the hospital, confinement facility, or rehabilitation activity concerned. Theater-generated replacements such as the above are returned to their unit of origin if physically qualified for the PMOS held at time of hospitalization. If not so qualified, they are reclassified into an MOS for which qualified and assigned in accordance with existing requirements.

(5) Fully trained units from CONUS may be directly assigned to the organization of ultimate assignment and bypass replacement regulating units. The primary interest of the theater army replacement system in such units is from a personnel accounting viewpoint. As unit replacements complete staging, their operational control passes to the theater army G3. Units furnished through the replacement system retain their unit identity and are assigned only as replacements for troop basis units. TOE replacement units remain under theater army control until they have reached a state of movement readiness, at which time they are assigned to the designated major subordinate command.

Section IV. CASUALTY REPORTING

2–10. System Relationships

Casualty status reporting is but one facet of the total integrated personnel management system. Consequently the theater army casualty reporting system is correlated with DA and related theater systems as already discussed under system relationship (para 2–2).

2–11. Concept of Operations

a. The PAC, PERSCOM, maintains the field administrative personnel record file on all theater army personnel, by unit. The theater casualty processing section of the PAC provides the personnel management services required to adjudicate casualty status and re-

view boards and investigations relative thereto. The casualty branch, PAC, consists of a headquarters, battle casualty unit, nonbattle casualty unit, and post mortem and records unit. The battle and nonbattle casualty units are responsible for examining and reviewing individual status reports from medical or military police activities and the findings of reports of investigation that involve line of duty determinations. The post mortem and records unit is responsible for administratively processing reports or inquiries that relate to deceased personnel, burials, posthumous awards, and disposition of remains.

b. The ASCOM and the army/corps support brigade maintain the command tape file and provide the personnel management services required in reporting functions relating to the casualty status of individuals and units of COMMZ, field army, and corps respectively. The DISCOM and separate brigade support battalion provide equivalent support to the division and the separate brigade respectively. In the ASCOM and support brigade, however, the exercise of command prerogatives with respect to investigations involving casualties is maintained in the organization command structure of the supported major command elements.

c. In addition to their other duties, personnel staff noncommissioned officers and clerical personnel of the various echelons of command perform administrative actions relating to investigation of cricumstances surrounding reports of nonbattle casualties. Initial reports of change in status of individuals are processed in the same manner as prescribed for other changes to personnel records and command tape files.

2–12. Functions

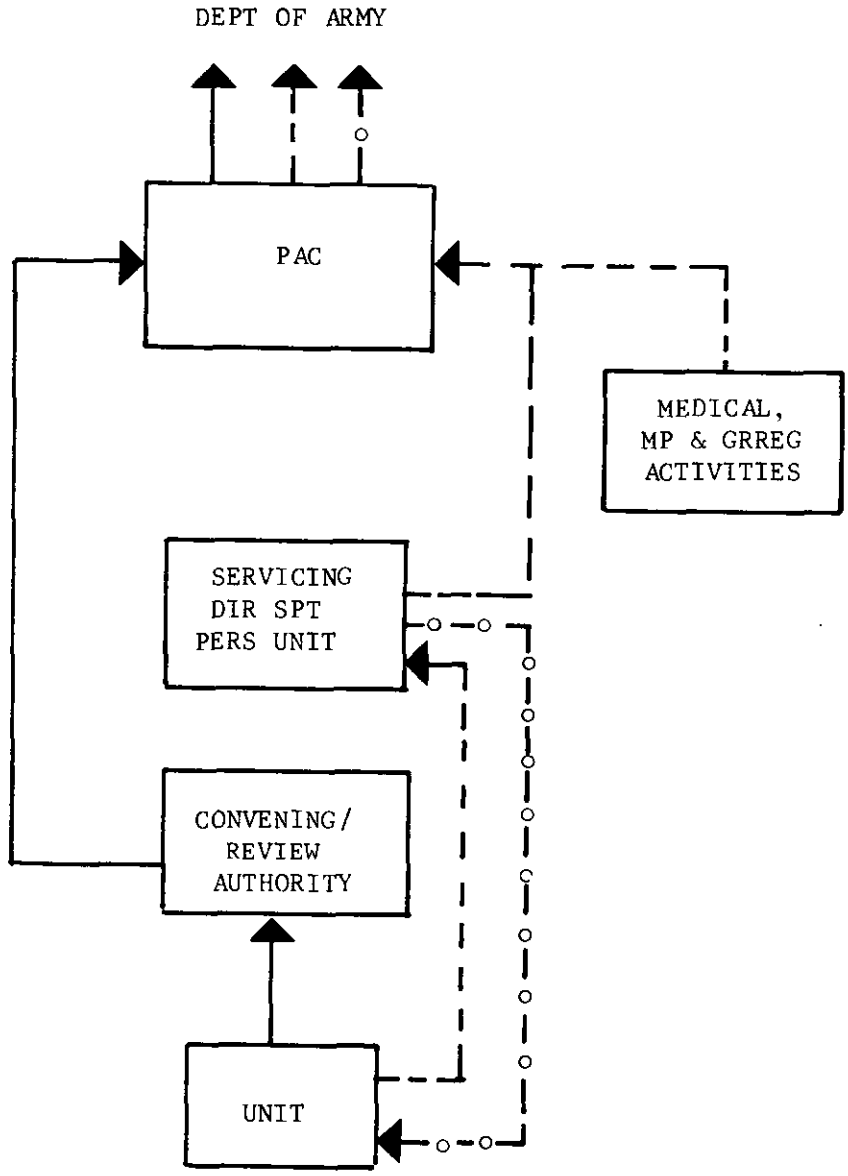
The casualty reporting system for an army in the field is primarily concerned that individual casualties are initially reported and that such data is promptly and accurately transmitted to the theater army casualty processing section where it can be verified and correlated with similar input from other units within the theater army. This system also provides the means for assessing and evaluating mass casualty situations, accumulating statistical data required in the development of loss rate tables, compiling statistics on personnel returned to duty from casualty status, and processing unidentified casualty actions (fig. 2–2). There are two main types of casualty reporting in a theater casualty reporting system. The first is associated with casualties experienced in a battle or an otherwise hostile environment. It involves prompt and accurate reporting of casualty incidents that affect the status of individuals, strength, and effectiveness of units. The second type relates to investigating and determining line of duty status of nonbattle casualties.

a. Status Reporting. The reporting activity uses the most expeditious means available to report the initial change in status of an individual who has become a casualty. It normally transmits such data by means of direct input devices linked to the data processing activity. When direct input devices are not available, the reporting activity reports casualties by submitting the information on data request/change forms to the servicing activity for conversion to ADP media for processing. Such data may also be reported by radio or telephone, provided such means of communication are secure. A predetermined transaction code format is used in all initial casualty reports regardless of the mode of communication.

b. Submission of Substantiating Documents. The need for substantiating documents is established on the basis of requirements for verification and determination of the casualty status of an individual, investigating and reviewing line of duty determinations, completely and accurately notifying next of kin, and settling future claims for or against the government. Except for missing in action (MIA) personnel and unrecovered remains that require witness statements, hardcopy (substantiating) documents are primarily related to nonbattle casualties. The nature of these documents and the command responsibility incident thereto dictate their submission through command channels rather than through data processing channels.

c. Reporting Actions. Upon receipt of information regarding an individual casualty incident, actions are taken as follows:

(1) The unit commander or designated first level representative annotates



LEGEND:

———— ADM LD & SUPPORTING DOCUMENTS

— — — STATUS

—— ○ —— STRENGTH DATA

Figure 2-2. Casualty reporting data flow.

the unit manning report with the proper transaction code to include date, time, and place of change in status. When appropriate, line-of-duty status and references to witness statements are also shown. In addition, when nonbattle casualties are involved, data request/change forms describing the circumstances surrounding the incident are prepared as cover reports for the required substantiating documents. These administrative reports are forwarded to the convening authority for line of duty determination or review. When such determinations or reviews are approved, the file relative thereto is forwarded directly to the PAC for final disposition. Substantiating documents or reports on MIA or unrecovered remains are forwarded by the unit commander directly to the PAC for verification and determination of casualty status.

(2) The direct support personnel unit, at second level, processes casualty transactions received from the units that it supports. It deletes data from the command tape file and adds data to the record of personnel losses file to reflect losses to the supported unit. It also processes transactions for awards and decorations not involving losses. The direct support personnel unit reports to the PAC by intercomputer communications links all changes in individual status so that the administrative center can update its administrative file.

(3) The PAC, at third level, processes all casualty data received as input from a variety of systems throughout the theater, such as medical, military police, and graves registration systems. It collates and merges data received from parallel vertical systems with basic or initial reports of casualty status from the first level of administrative responsibility. Since each category of casualty status requires validation by supporting evidence, any void or conflict in corroborating data must be reconciled by PAC prior to final determination and release of casualty data to Headquarters, DA.

d. MIA Suspense Actions. As discussed in *c*(3) above, all reports of casualty status require supporting evidence for validation. Normally, this is established by positive confirming data from other parallel systems or conclusive physical proof. Nevertheless, in the absence of any reports from medical, military police, graves registration, or other commands and activities to the contrary, a MIA status may be tentatively accepted pending detailed and prolonged investigations of all possible sources. Therefore, although all reports of MIA individuals are to be promptly transmitted to the data processing activity and the PAC, their records are temporarily suspended from deletion on the command tape file of the supported unit. To preclude unwarranted deletion and reestablishment of records during this period, the unit of assignment retains strength accountability for such personnel for the number of days prescribed in theater policy. This allows sufficient time for related operational systems to assist in producing sufficient data for preliminary verification.

e. Disposition of Records. The data processing activity deletes from the command file, as a by-product of daily casualty transaction processing, personnel records data of individuals dropped from the rolls and from the strength accountability of the unit of assignment. It retains such data as working files in the accumulation and production of casualty historical and statistical data for the supported unit. This activity forwards to the PAC reports of investigation, findings of administrative boards, and other supporting documents that relate to casualties after they have served their intended purpose.

f. Strength Reporting. Second level data processing activities located at the ASCOM, army/corps support brigade, and division support command, statistically report quantitative casualty status changes to the third level activity at the PAC.

(1) Data concerning certain types of casualties is reflected in routine strength statistics provided unit commanders. Casualty statistical data, accumu-

lated as a by-product of the daily update processing cycle of the command file, is also available to local commanders upon demand.

(2) The data processing activity automatically provides a statistical recapitulation to each supported unit. This is distributed as a part of the unit manning report for the information and guidance of unit commanders.

g. Derivation and Use of Loss Rate Tables. Tables of casualty statistics and related variables are derived at theater army headquarters from raw casualty data as received from lower echelons of command. These tables provide to commanders as estimate of numbers of casualties that they may expect during tactical encounters. Commanders use such data in forecasting replacement requirements before execution of a tactical plan. These tables define casualty statistics with respect to contributory factors, such as types of operation, terrain, weather, character and disposition of opposing force, and types of weapons.

h. Fulfilling Command Data Requirements. Personnel management is a function of command and decisions on personnel management are the responsibility of the commander. Command requirements for casualty data are basically the same as for other categories of losses. Accordingly, all changes in status, which affect unit effectiveness, are processed and made available through the personnel records keeping ADPS. In addition, the data processing activity accumulates raw data for research and analysis as required by command. To facilitate command use, data relating to casualties is reduced to the simplest terms and forms consistent with the speed and accuracy that is essential to such reporting. Standard transaction coding and language is used for casualty reporting in the same manner as already described for the other changes in status. The unit commander is the primary source of casualty data, but all personnel concerned must continue followup action on unresolved cases until they are resolved.

Section V. ADMINISTRATIVE SERVICES

2–13. General

Administrative management includes records, publications, forms, and reproduction management; reports control; and classified document control. It provides reproduction service, mail and distribution center operation, publications and forms supply, and publications and records reference services to headquarters and offices at each echelon of command. The objectives of administrative services' automated procedures are to increase responsiveness to command and unit requirements, provide the administrative operating link between the data processing activity and serviced units, reduce the number of administrative support personnel required at all levels throughout the theater, and reduce hard copy records filing and processing.

2–14. Operational Concepts

Administration is centralized through combat service support units operating on a functional support basis. The impetus of administrative support is from the rear service support elements, where detailed justification and actions are accomplished, to the forward tactical elements where summaries or specific actions for accomplishment are furnished to the supported commander.

a. When a commander requests an action, the appropriate combat service support unit performs the administrative functions necessary to comply with the commander's request, furnishing him all essential backup information upon which to base his decision.

b. Adequate communications support is paramount to the administrative system for theaters of operations. The theater army and field army area communications systems are the primary means of communication for theater administrative traffic. Each unit, company level and above, and each headquarters staff element is provided organic communications equipment or is supported by theater signal units with sufficient communications to support the administrative processes. Area communications centers and signal operations companies headquarters are capable of accepting data traffic, detecting and correcting

errors, and forwarding the data traffic over the store and forward network. Until an automatic electronic switching capability is achieved, the store and forward network will depend upon manually switched and/or patched data channels.

c. The source automation devices and high speed communications circuits and channels at all headquarters, staff sections, and units throughout the theater, provide each commander the means to receive unclassified information quickly and to dispatch actions directly to a specific addressee within a headquarters or unit without processing hard copy through the administrative message centers. A commander's request is normally processed within 24 hours.

(1) Each reporting source uses automatic tape/card typewriters to transmit regularly scheduled reports for updating the programs and plans maintained in a computer center, or other automated facility by combat service support units. Each automatic tape/card typewriter provides a daily record of the transactions for both the dispatching and receiving units. This record represents a correspondence file for the headquarters, staff section, or unit concerned. The daily transaction file for each automatic type/card typewriter is retained a maximum of 30 days and then destroyed. The supporting central records library (para 2–17) is the designated repository, for file information to be retained beyond 30 days, for any headquarters, staff section, or unit within the theater.

(2) Headquarters, staff sections, and units are authorized to retain hard copies of regulations, directives, manuals, SOP's, and similar materials which are required for accomplishment of their mission. Headquarters and staff sections do not need to retain copies of all regulations, directives, manuals, or SOP's which have previously been furnished to the central records library. Company size units retain manuals and SOP's when required for continuous use within the unit. Companies may obtain regulations and directives that apply to company administration but are not contained in manuals or SOP's, from the central records library. Communication to the library is achieved through the use of higher headquarters' video display devices. Hard copy obtained in this manner is destroyed after it has served the purpose for which reproduced. When the same data is required more than once, each subsequent request to the library must provide the same or updated file information.

2–15. Organizational Structure

Organization for administrative services support in theater commands higher than division/separate brigade is depicted in figure 2–3. Such support for the division/separate brigade is discussed in paragraph 4–4.

a. Personnel and Administration Center (PAC). The administrative services division of the PAC is the apex of the administrative services support for the theater. It is organized into a division headquarters element and the following functional branches: unclassified correspondence control, classified correspondence control, publications and reproduction, forms control, and records library. Its mission is to provide general support administrative management functions for units throughout the theater and provide direct administrative services support to the theater army headquarters and the PAC.

b. Major Headquarters. Each major headquarters, above division, includes an adjutant general's office. Under the general staff supervision of the AFofS, G1, this office provides internal administrative service facilities to the headquarters. These include the mail and distribution center, central classified document control and repository, and limited reproduction facilities. Additionally, the adjutant general's office of the headquarters at TASCOM, FASCOM, and each mission command provides a small microfilm records library for internal use.

c. Administrative Service Detachment. One detachment is assigned to each personnel and administration battalion. Its mission is to pro-

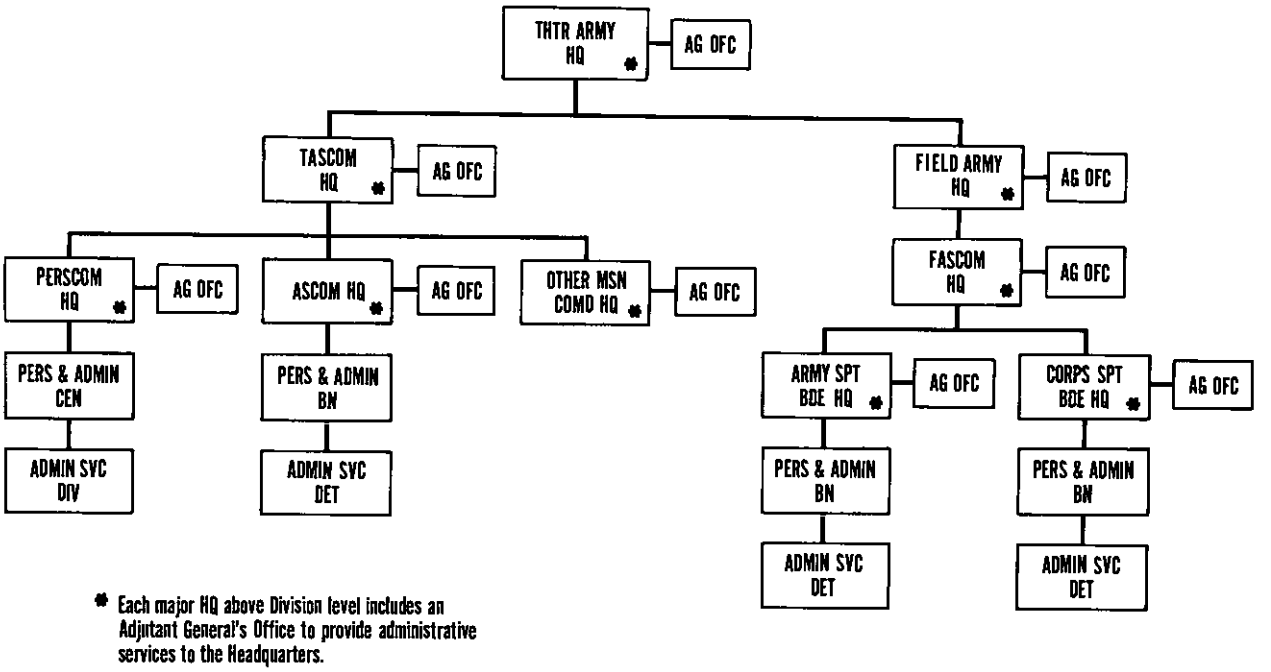


Figure 2–3. Organization for administrative services support in theater commands higher than division/separate brigade.

vide centralized administrative services support consisting of large volume reproduction and unclassified records library services for all units located in its assigned geographical area of responsibility. Concept of operations and organization of administrative service detachments are discussed in paragraphs 3–16 through 3–19.

d. Division/Separate Brigade and Lower Headquarters. Administrative services support provided to divisions, separate brigades, groups, battalions, and companies is discussed in chapter 4.

2–16. Information Flow

General combat service support information flow in the division, applicable at all echelons of command in the theater, is depicted in figure 2–4. The information is transmitted by means of centralized mechanized or electronic data processing facilities. Units submit change data for the daily unit morning report and hard copy personnel records directly to the personnel activity or the data processing activity for entry into the system. Summary reports, records updating, and other actions are accomplished at the central data processing activity.

2–17. Central Records Library Operations

The central records library serves two purposes. First, it provides a central repository for the record copy of unclassified publications and records or files created and received by the headquarters and units served. Second, it provides responsive information retrieval of those documents maintained on file through the use of ADP and microfilm technology. Figure 2–5 indicates the location of records libraries in the theater and the organizations serviced by them.

a. General Policies. Information transmitted to the library is limited to publications, correspondence, messages, and reports that have value beyond a 30-day retention period. Change of status reports that update or are a part of an ADPS are not routinely included in the library file. Those documents that meet the 30-day retention requirement are normally transferred to the library at time of dispatch or receipt. The length of time beyond date of receipt or transmission that records may be retained is limited as follows: within—

(1) Thirty days, headquarters staff sections or units must forward records to the central records library or destroy them.

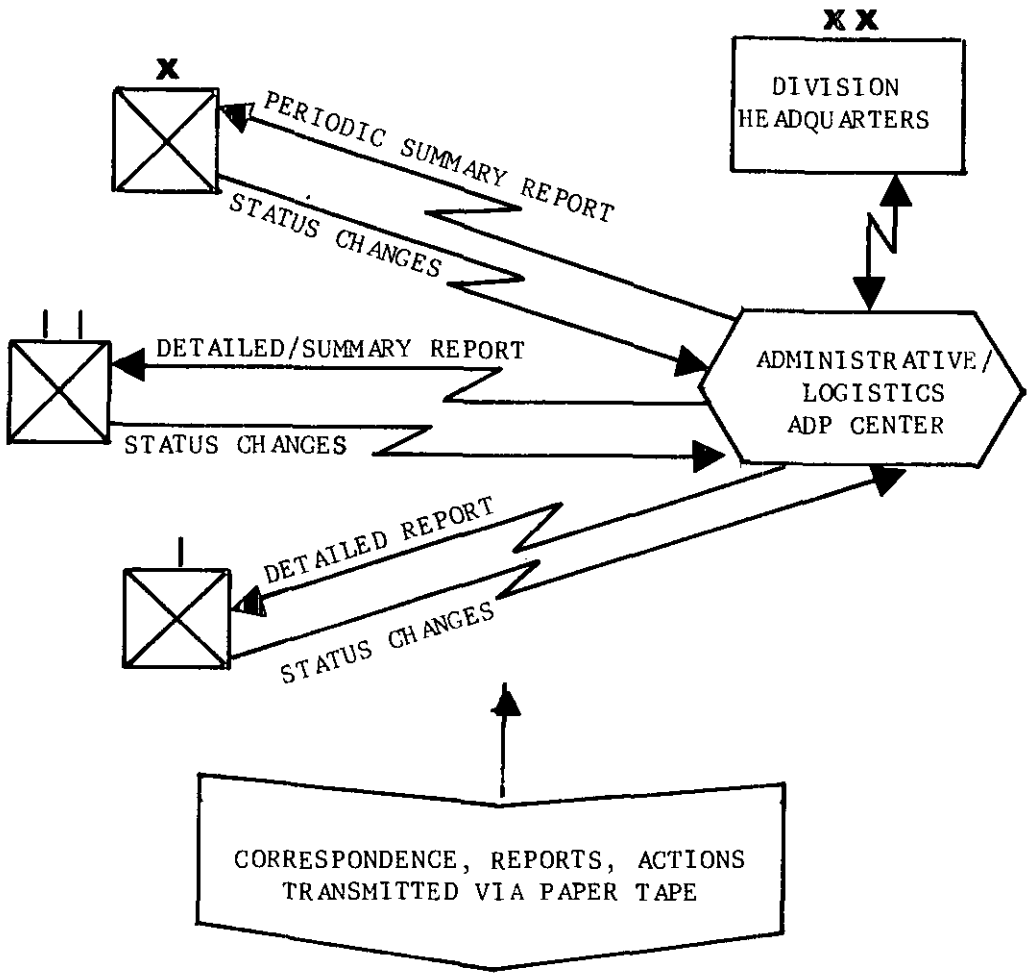


Figure 2–4. Information flow in the division.

(2) Six months, central records libraries supporting commands subordinate to theater army must forward records to the theater army central records library or destroy them.

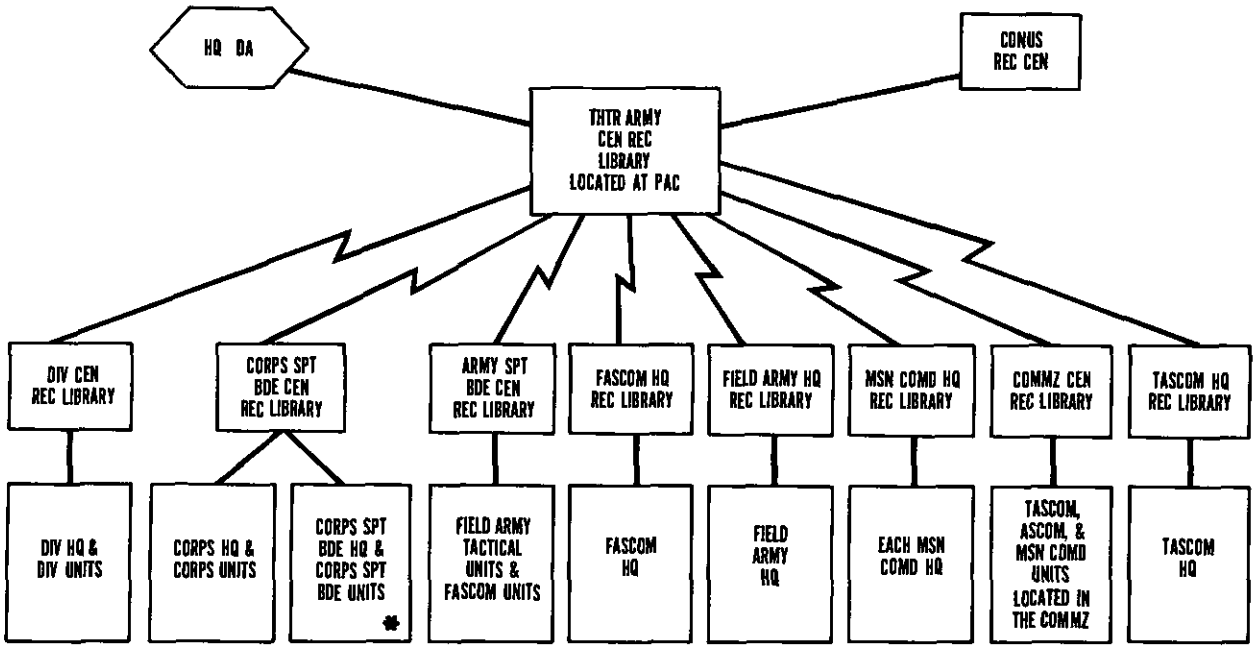
(3) One year, the theater army central records library must forward records to CONUS records center or destroy them.

b. Format Requirements. To facilitate automated processing, all documents entering this system follow prescribed formats. An example of such a format is depicted in figure 2–6. The heading description is required to permit indexing, storage, and retrieval of that document from magnetic or microfilm storage. The free text is the body of the document that contains the message. It follows the current format procedures.

c. Technical Design Criteria. The functions of the library are performed through the use of both digital data storage and microfilm storage. Hard copy printed matter is usually stored in digital or microfilm form for random access retrieval while diagrams, pictures, and maps are stored in microfilm form. The size of the headquarters to be supported and the estimated volume of documents to be processed and stored determine the size of the central records library.

2–18. Administrative Management Functions

a. Records Management. The library branch of the administrative services division, PAC, is the summit of the records management program in the theater. This branch issues theater implementing directives to DA directives,



* To include separate Brigades operating in the area served by the Corps Support Brigade.

Figure 2–5. Central records libraries.

as necessary to insure complete guidance and implementation of the program throughout the theater. Since this branch is also operating the central theater repository for file information relayed from subordinate libraries, it is able to monitor the effectiveness of the system. Records management officers at each subordinate central records library monitor and control files and provide guidance to serviced units. Administrative services officers at major headquarters provide liaison with the administrative service detachment, provide technical assistance to other staff elements of the headquarters, and may operate a small library, such as that of FASCOM headquarters.

b. Reports Suspense and Forms Control. The reports suspense and forms control branch of the administrative services division has the capability to search, locate, prescribe, and approve local forms for use on a recurring basis by any unit within the theater. Requests for new reports are approved by the ACofS, Comptroller, of the appropriate command. The majority of recurring reports for major commands and the theater headquarters are computer generated and controlled by the respective systems. Units submitting source data to higher echelons for reporting purposes need not duplicate this information in separate, similar reports. The reports suspense and forms control branch maintains in magnetic storage detailed information concerning each program, recurring report, and form submitted by the computer complexes in the theater. Upon receipt of a request from a unit or headquarters for a new reporting requirement or form, this branch conducts a search to determine whether there is any duplication between existing reports and forms and those requested. When a duplication is found to exist, it furnishes complete information to the ACofS, Comptroller, for his action and notifies the originator. Upon such notification, the unit or headquarters that originated the request requires its computer center to obtain the report. When a newly requested report or form does not duplicate existing ones and meets established criteria, such as genuine need, economic feasibility, theater or commandwide application, and improvement of system efficiency, it normally is approved by the appropriate ACofS, Comptroller, and implemented at the appropriate command level. Administrative services officers at major head-

ORIGINATING UNIT IDENTIFICATION CODE	SECTION SYMBOL	JULIAN DATE	DOCUMENT CODE	DISPOSITION CODE
XXXXXX	XXXXXX	XXXX	XXXXX	XX

AUTHENTICATION	TO ADDRESSEE-CODE	SUBJECT DESCRIPTORS
XXXXXXXXXXXXXXXXXX	XXXXXXXXXXX	XXXXXXXXX XXXXXXXXXX
XXXXXXXXXXX	XXXXXXXXXXX	XXXXXXXXX XXXXXXXXXX
XXXXXXXXXX	XXXXXXXXXXX	XXXXXXXXX XXXXXXXXXX

PAGE OF XXX XXX

FREE TEXT OF DOCUMENT

1. ___ ___ ___

   a. ___ ___ ___
   b. ___ ___ ___

2. ___ ___ ___

SECOND AND SUCCEEDING PAGES

PAGE OF XXX XXX

FREE TEXT OF DOCUMENT CONTINUED

3. ___ ___ ____

   a. ___ ___ ___
   b. ___ ___ ____

4. ___ ___ ___

Figure 2–6. Document format.

quarters maintain similar detailed information for reports, programs, and forms pertaining to their respective command headquarters. Liaison with the supporting computer center and the administrative services detachment library enables the administrative services officer to effectively monitor reports and forms, and provide technical assistance to the headquarters staff.

c. Classified Document Control. The control, processing, distribution, and accounting for classified material is performed in accordance with provisions of AR 380–5.

d. Publications and Reproductions Management. The theater publications control office, PAC, monitors efficient distribution for publications and blank forms by maintaining liaison with publications centers in the theater of operations. Each command places continuing emphasis on avoiding the unnecessary proliferation of publications and reproductions. The publications and blank forms production

and distribution system is outlined in paragraphs 2–19 through 2–21.

2–19. CONUS and Theater Publications

a. CONUS Publications.

(1) The majority of publications originating from CONUS are distributed by the pinpoint method (AR 310–1). These include field manuals, pamphlets, technical manuals, and other publications that are ready for implementation without further elaboration. Those publications that do require additional command policy and procedural guidance, such as regulations and circulars concerning administrative policy, are distributed by a modified command method. At the same time every effort is made to reduce the volume of publications and prevent the rapid multiplication of supporting publications. Technical and maintenance publications are distributed with the equipment under the provisions of AR 700–70.

(2) Under the modified command distribution method, advance copies of prepared publications are sent to each commander of a theater army command down to and including field army. This commander is at the same time notified of the approximate date of distribution and directed to submit a reply to the CONUS publications center indicating whether additional textual material will be required to implement the provisions of the publication(s) within his command. If additional guidance is not required, the commander so informs the CONUS publications center and it distributes the publication(s) to all units by the pinpoint method. If, however, the commander determines that additional guidance is required, he so notifies the CONUS publications center in his reply and it furnishes him a limited quantity of the publication(s) to be used as basic document(s) for insertion of command guidance. Upon completion of such modification, the command reproduces the modified publication(s) and makes distribution to subordinate organizations through normal command distribution procedures.

(3) Most CONUS publications are ordered by means of the DA Forms 12-series "subscription forms."

(4) Copies of all DA publications and blank forms are furnished for reference purposes to the theater central records library and other central records libraries in the theater where they are microfilmed or magnetically reproduced and filed.

b. Theater Publications. All theater publications are distributed by the command method. Each headquarters issuing publications develops formulas for their distribution.

2–20. CONUS and Theater Blank Forms

a. CONUS Blank Forms.

(1) Blank forms from CONUS are distributed by pinpoint distribution. This method of distribution requires CONUS publications centers to first create packages of assorted blank forms, identify blank forms which cannot be sent through APO channels due to high usage rates or size, and devise a means of shipping these nonmailable blank forms to using units. To allow for temporary variations in the supply level of blank forms maintained at the unit, the resupply schedule may be adjusted locally by publications centers within theater army, upon the request of the unit concerned.

(*a*) The assortment of blank forms, which normally consists of a 30-day supply for a unit of definite size and type, is mailed so as to arrive at the unit by the time its on-hand supply is depleted. Resupply of blank forms is automatic and obviates the need for resupply requests. Units submit DA Forms 17 directly to the publications centers to obtain blank forms not included in the normal assortment that they receive.

(*b*) Blank forms which cannot be sent through the mail because of bulk,

such as punch cards for data processing systems, are identified in the process of creating packages. Such forms are shipped through transportation channels to the using units. Automatic resupply requirements for non-mailable forms are established for DPU's, supply facilities, and other high-usage units in the same manner as the assortment package requirements for units. Upon departure from CONUS, each unit is furnished a 10-weeks initial supply, and thereafter, is resupplied in accordance with an established cyclic schedule.

(2) The most satisfactory container for CONUS blank forms is a CONEX container, which may be retained by the receiving unit and used as a storage facility for its contents. When a CONEX container of blank forms is shipped through transportation channels, it normally carries boxes for several units. Accordingly, it is shipped to a supply support unit for distribution to the requesting units. In this case, the CONEX container is retained at the distributing location until emptied, whereupon it is released to the transportation activity.

(3) The administrative service detachment (or administration company of division/separate brigade) has the authority and capability to locally reproduce a limited quantity of cutsheet or card blank forms for emergency resupply of supported units.

b. Theater Blank Forms. All theater blank forms are distributed by command distribution. Since they are locally reproducible, there is no need to establish resupply requirements.

2–21. Theater Reproduction

Units authorized duplicating equipment by TOE reproduce theater publications and blank forms for subordinate and satellited units that do not have the capability to do so. Theater administrative service detachments perform reproduction tasks that are beyond the capability of the units to perform. However, each unit reproducing publications is required to use its reproduction capability to the maximum before requesting support. Administrative service detachments (or administration companies in the division/separate brigade) are authorized to reproduce DA publications and blank forms when required.

Section VI. POSTAL

2–22. General

The military postal system is administered by each service to support its particular requirements and is subject to the terms of the postal agreement between the Department of Defense and the U.S. Post Office Department. Military postal service is a responsibility of command at all levels.

a. Headquarters, Army-Air Force Postal Service. The Department of the Army and Air Force jointly operate a postal service. The mission of the Army-Air Force Postal Service is to administer, supervise, and coordinate the worldwide postal activities of the army and the air force. It formulates policy for postal operations, and the commander in the field is responsible for executing this policy. The Adjutant General of the Army is responsible for the administrative supervision of this service.

b. Headquarters, Department of the Army. Headquarters, DA, is responsible for postal administration, operation, technical control, and inspections, and for investigations of crimes committed against the postal service within the army.

c. Oversea Commands. The theater army commander is responsible for the overall operation of the postal system within his command. He is assisted in exercising this responsibility by the —

(1) Theater army ACofS, Personnel, who has general staff responsibility for postal service in the command.

(2) Theater ACofS, Logistics.

(3) Major subordinate commanders who command postal operating elements located in their respective areas or provide administrative and logistical

support to postal operating elements.

d. Personnel Command, TASCOM. The PERSCOM commander is responsible for exercising operational control over general support postal operations in the theater (para 2–25*a*). He is assisted in carrying out these responsibilities by the ACofS, Personnel, and the postal service organization commander. The latter is directly responsible for providing general postal support in the theater.

e. Theater Staff Postal Officer. The theater staff postal officer, PAC, PERSCOM, is responsible for providing technical advice on postal operations to the theater army commander and the PAC, and for exercising technical control over all postal operating elements in the theater. The latter responsibility includes inspection of postal operating elements and coordination of their activities.

f. Field Army Support Command (FASCOM). The FASCOM ACofS, Personnel, has general staff responsibility for postal service within that command. The P&A Bn commander in each army or corps support brigade supervises the operation of direct support operations in the FASCOM (para 2–25*b*).

2–23. Mission, Assignment, and Limitations

a. Mission.

(1) The mission of the military postal system is to extend services of the United States Post Office Department to military and other authorized personnel and activities in oversea commands.

(2) The mission of the theater army postal system is to provide general and direct support postal services as appropriate to individuals and units in the theater of operations.

b. Assignment. Postal teams may be assigned or attached, as required, to provide general or direct support postal services based on troop strength in the area, and services to be provided.

c. Limitations. Postal units are dependent upon the personnel service company/detachment for personnel administrative support and the finance direct support company for pay services. They must be attached to other units for mess and organizational maintenance of vehicles.

2–24. Operational Concepts

a. General Support Postal Operations. The PERSCOM commander is responsible for providing general support postal operations within theater army through the postal service organization of PERSCOM. The postal service organization consists of a headquarters team for command and control purposes, postal finance and supply teams for depot operations, locator teams for directory operations, and mail processing teams to handle mail flow into and out of the mail directory. All elements of this unit are normally located in the area of the PAC but are operationally controlled by the postal service organization regardless of their location. A postal service organization is tailored to perform along lines of communications (LOC). The scope of the operation, the type of conflict, the geographical situation, and transportation resources are governing factors in determining the mix and establishment of such an organization. The term "mail processing activities" pertains to activities that are required to move mail from ports of entry to the APO of address, and to dispatch mail from the APO of address to the port terminal. Mail processing is accomplished through mail terminals and in transit regulating terminals located along each LOC. The organization and operations of the postal service organization are discussed more fully in FM 29–6.

b. Direct Support Postal Operations. Direct support postal operations are provided on an area basis. In the COMMZ there is an army post office (APO) assigned to each area support group. In the field army a variable number of APO's are assigned to each personnel and administration battalion of a support brigade. Each APO is normally composed of a headquarters team and a variable number of functional postal teams (para 3–20–3–23).

2–25. Organization

The military postal system is divided into the U.S. Civil Postal System, operated by the U.S. Post Office Department, and the Theater Postal System operated by the military establishment. The administration, operation, and organization of the U.S. Civil Postal System does not lie within the purview of this manual and therefore will not be addressed. Within the oversea theater postal system, the army performs its postal functions through the employ-

ment of general and direct support postal elements.

a. General Support Elements. General support postal elements have the primary mission of operating postal facilities in support of other postal activities. Facilities operated include the following: CONUS mail terminals, in transit regulating terminals, central directory, and postal finance and supply depot.

b. Direct Support Elements. Direct support postal elements operate APO's to provide postal support to individuals and army organizations other than postal elements. This support includes mail distribution, mail dispatch, and complete postal finance service. Postal finance service includes the following: money order sales and redemption, stamps, stamped paper, and accountable mailing services.

2–26. Functions

a. Handling Incoming Letter Mail to Theater. Letters from CONUS addressed to personnel overseas are received at civil post office postal concentration centers (PCC's) located at designated CONUS sites. Here, letters are sorted, by company size units or other separate elements, combined into parent battalion or comparable organization packages, placed in mail pouches, and dispatched to oversea mail terminals. Oversea mail terminals secure necessary lift for onward movement of mail and route it to the APO serving the unit of address. Battalion mail clerks collect mail from the APO and distribute it to company mail clerks for delivery to addressees. Thus, pouching of mail by units at CONUS PCC's minimizes requirements for sorting of letters at intermediate points. If the situation permits, mail is flown via available airlift direct from mail terminals to units of address.

b. Processing Outgoing Letter Mail From Theater. Letter mail outbound from the theater is deposited by unit mail clerks at the nearest postal facility. Personnel at these facilities face, cancel, and forward this mail to mail terminals. In turn, the mail terminals obtain the necessary onward transportation and ship the mail to CONUS. Designated postal facilities in CONUS sort the mail by states and cities.

c. Distributing Intra-theater Mail. Army post offices within the theater sort intra-theater mail for proper distribution.

d. Handling Official Mail. With the exception of source-to-user shipments, official mail is handled in the same manner as personal mail. In source-to-user shipments, CONUS depots ship direct to air terminals for onward shipment to the addressee, by-passing the PCC.

e. Disposing of Undeliverable Mail. A central postal directory is established at the PAC, PERSCOM, to provide organizational and individual locator service. Necessary functions are performed by a central postal directory team.

(1) *Organizational locator service.* The frequent abrupt movement of units within the theater makes it mandatory that timely information be available to the APO supporting them. Acting on information available from the PAC, locator personnel compile the mail distribution scheme (plan) and distribute it on a weekly basis to all operating agencies of the theater postal system and to the U.S. Army military mail terminals in the CONUS.

(2) *Individual locator service.* When mail is received at a unit and cannot be delivered to the addressee, it is forwarded by the unit mail clerk to the central postal locator at the PAC without taking intermediate directory actions. All casualty mail is forwarded for directory action regardless of information available at the unit.

f. Disposing of Mass Casualties' Mail.

(1) *Diversion in CONUS.* Upon notification of a mass casualty within the theater, the central postal locator electronically transmits a message to the CONUS PCC to hold the affected unit's mail, pending disposition instructions. The central postal locator subsequently forwards disposition instructions consisting of a roster of personnel for whom mail is to be returned to the sender and personnel for whom mail is to be forwarded.

(2) *Diversion in the theater.* Upon notification of a mass casualty, the central postal locator immediately notifies the supporting postal activities.

These activities locate and divert the unit's mail directly to the central postal locator, where final disposition is made.

g. Exchanging Prisoner of War Mail. Mail for PW's held by the United States and that for American personnel held by the enemy is exchanged through neutral countries in coordination with the International Committee of the Red Cross.

h. Exercising Censorship. The Army Intelligence and Security Branch is responsible for censorship of military and PW mail. The postal service provides facilities for censorship activities.

Section VII. SPECIAL SERVICES

2–27. General

a. In the communications zone, the special services organization, PERSCOM, establishes and operates leave and recreation centers, each designed to accomodate from 200 to 800 members of the armed forces. The special services detachment, special services organization, PERSCOM, provides command, control, and supervision of activities at each center. The commander of the area support group in which a center is established provides administrative and logistics support for the center. No more than 12 centers may be established for a one field army theater or 12-division force. A maximum of nine days, including four days' travel time, may be authorized annually for an individual to be absent from his unit for leave and recreation purposes. Leave and recreation centers are also established, within the limitations discussed above, at medical centers. Leave and recreation centers provide bedding, billets, and food service. For lay personnel who desire religious activities in addition to or in lieu of special services activities, a retreat center is provided as a part of the overall center complex.

b. Special services teams under the control of the area support group commander establish and operate rest areas in the communications zone. Units using COMMZ rest areas provide commanders for control of their personnel, individual bedding and tentage, and personnel consume combat rations.

c. Teams of the support brigade special services activity operate rest areas in the army and corps areas in a manner similar to that described in *b* above for COMMZ rest areas. Each support brigade can provide a maximum of eight such rest areas.

d. When combat operations permit, combat divisions and separate brigades establish some type of rest area within their operational areas. Separate or divisional brigades may establish a "water hole" type of rest or recreational camp in proximity to bath and clothing exchange elements. A team of the special services detachment operates the rest area, whether in the corps, division, or separate brigade area of operations. Equipment and supplies with which to engage in self-help sports, games, and projects are available in minimal quantities. Units provide commanders, bedding and tents, and rations for their personnel who are using the rest area. The division rest area provides facilities for not more than 750 personnel at any one time while the separate brigade rest area provides facilities for not more than 250 personnel at one time.

e. Under peacetime conditions, troops in the field are provided special services in their operational area. During combat operations, units are withdrawn from the front to a rear area for rest, regroupment, and retraining. Brigade, group, battalion, and company trains have limited amounts of group type special services equipment and supplies. Technical assistance and supervisory help is available to divisional units on a scheduled basis from the division special services activity. Such assistance and help is available to a separate brigade or other non-divisional unit from the special services detachment, P&A Battalion, of the corps support brigade in whose area it is operating. Most of the special services supplies and equipment in the division or separate brigade area of operations pertain to sports activities and can be used by self-organized groups of personnel. In addition, while units are on the line, the individual soldier is furnished self-help special services supplies.

2–28. Operational Concepts

a. Headquarters, DA, mails phonograph recordings, paperbound books, and selected hard-backed reading matter on a scheduled basis to oversea units. During peacetime, such items are mailed to the major units, service clubs, and libraries. During wartime, phonograph recordings, hard-backed books, and radios are mailed to battalion and larger size units, while pocket books and recreational kits are mailed directly to company size units. A greater volume of paperbound books is issued during wartime than during peacetime.

b. Three categories of special services support are found in the theater of operations. These are—

(1) Administrative staff for overall control of activities.
(2) Administrative and operational staffs providing guidance, supervision, and technical support.
(3) Additional duty staff assistance at brigade, group, battalion, and unit levels.

c. A special services detachment is provided for administering special services technical, supply, and supervisory support on an area-wide basis to those units not provided full-time special services support personnel. Normally, teams organic to this detachment operate rest areas and leave and recreation centers in both the COMMZ and the field army area. The detachment is composed of a headquarters element and from one to four recreation and entertainment teams. The headquarters element provides command and control for the teams, and four teams can provide special services support for a leave and recreation center of as many as 800 individuals. One recreation and entertainment team is capable of providing special services support to a unit rest area of 750 personnel.

2–29. Organization

a. The types of personnel that comprise special services staff elements in oversea theaters are the same in peacetime or wartime, but special services supporting organizations change.

(1) During peacetime operations, special services support is furnished by post, camp, or station facilities such as bowling alleys, libraries, and service clubs that are operated primarily by civilian personnel.
(2) During combat conditions, such support normally is furnished by TOE special services units that operate leave and recreation centers and rest areas. However, if combat conditions permit, post, camp, or station facilities operated by civilian personnel may be established.

b. In a theater of operations, special services elements are located within the following commands:

(1) Personnel command, TASCOM.
(2) Area support group, ASCOM.
(3) Army and corps support brigades, FASCOM.
(4) Divisions and separate brigades.

c. The special services division, PAC, PERSCOM, functions as the theater army special services element and exercises technical control over all special services activities in the theater army.

d. The staffing of the theater of operations special services elements is based on the demands of providing adequate services at each level.

CHAPTER 3

ADJUTANT GENERAL'S OFFICE AND DIRECT SUPPORT UNITS

Section I. ADJUTANT GENERAL'S OFFICE

3–1. General

The adjutant general's office of a major headquarters such as TASCOM, FASCOM, and army/corps support brigade, operates under the Chief of Staff, with general staff supervision provided by the ACofS, Personnel. It provides for the headquarters, internal office management, and services that include the following:

a. Distribution center services.

b. Central classified document control and repository services.

c. Publications and forms management.

d. Limited copying and reproduction.

e. Library service for headquarters correspondence and publications.

f. Coordination with the servicing APO and signal communications facility for the receipt and dispatch of official mail and messages.

g. Coordination with the supporting administrative service detachment for volume reproduction requirements and central records library services.

h. Supervision and assistance in the headquarters records disposition program.

i. Liaison with the supporting P&A Bn for personnel and administrative services as required.

j. Technical assistance to the commander and other headquarters staff sections as required.

3–2. Organization and Functions

The adjutant general's office of a major headquarters is functionally organized into the following branches: distribution, classified documents, and operations. It provides administrative support to the headquarters through the functioning of these branches as described below.

a. The distribution branch receives all official "hard copy" correspondence addressed to the commander, determines the action requirement and information needs within the headquarters, and delivers the correspondence to the various sections of the headquarters. It also receives correspondence from the sections for distribution within the headquarters or to other commands and coordinates with the supporting APO for external dispatch. Incoming unclassified messages received from the signal communications center are assigned an action, suspense processed if required, and distributed to the responsible staff section. Outgoing unclassified messages are dispatched directly to the signal communications center by the originating staff section with an information copy to the distribution branch.

b. The classified documents branch controls the flow of classified documents to and from the headquarters and maintains appropriate control registers, receipts, and inventories. Upon receipt of incoming classified documents, the branch assigns a control number and determines the action section of the headquarters. Elements of the headquarters needing classified documents on a daily basis retain the documents within their sections. Depending upon the nature of the material, the staff section returns the document to the classified documents branch for retention or destruction when it is no longer required.

c. The operations branch conducts the publications and forms management and records disposition programs for the headquarters. This branch manages the creation and disposition of forms and records. It operates equipment for limited reproduction of unclassified documents when headquarters elements re-

quire these documents for their internal use. The operations branch forwards to the administrative service detachment, P&A Bn, all documents to be duplicated in large volume for external distribution. It also provides publications support to headquarters staff sections and office supply support for the adjutant general's office. Finally, the operations branch provides coordination and liaison with the central records library in the P&A Bn in obtaining specialized records which other headquarters staff sections are unable to retrieve directly from the library, or routine records which these staff sections have difficulty in obtaining.

Section II. PERSONNEL AND ADMINISTRATION BATTALION, ASCOM

3–3. Mission, Assignment, and Capabilities

a. The mission of the personnel and administration battalion (P&A Bn), ASCOM, is to provide direct personnel and administrative direct support on an area basis, to all theater army and TASCOM nondivisional troops located in the COMMZ. The personnel services directorate, area support group, provides or coordinates the following support: chaplain, finance (when there is no comptroller), postal, band, special services, law and order, labor, and miscellaneous personal services.

b. A P&A Bn is assigned to the ASCOM of the theater army support command.

c. The P&A Bn, ASCOM, requires attachment of finance direct support elements.

3–4. Command Relationships, Operations, and Organization

a. The commander of the P&A Bn, ASCOM, is under the command jurisdiction of the ASCOM commander. Elements of the P&A Bn execute the administrative policies established by the TASCOM, ASCOM, the various mission commands, and other units as may be directed by the theater army commander. In addition to direct support, the P&A Bn provides information on personnel or administrative matters to the units supported on a scheduled basis or as required.

b. Personnel and administrative support is centralized at the personnel service center of the ASCOM headquarters and is provided on an area basis. The P&A Bn operates the personnel service center of the ASCOM. It uses the ADP equipment of the ASCOM headquarters to maintain personnel and administrative data from which reports are furnished to all headquarters and units supported. Requests for actions are acted upon by the P&A Bn within the policy of the respective headquarters supported. Exceptions to policy are directed for action to the headquarters establishing the policy. The P&A Bn operates a central records library for the maintenance of authorized publications, correspondence, and documents created by the headquarters and supported. Close liaison is established by the P&A Bn with all major headquarters being supported to facilitate communication regarding personnel and administrative policies.

c. The P&A Bn, ASCOM, consists of a headquarters and headquarters detachment, a variable number of personnel service companies/detachments (depending on the number of troops serviced) and an administrative service detachment.

3–5. HHD, P&A Bn, ASCOM

a. Mission, Assignment, and Capabilities.

(1) The mission of the headquarters and headquarters detachment of the P&A Bn, ASCOM, is to provide command, control, staff planning, and supervision of the assigned or attached units that provide personnel services and administrative support to nondivisional troops in the ASCOM area.

(2) This unit is assigned to the P&A Bn, ASCOM.

(3) In carrying out its mission, the detachment at full strength provides logistical, administrative, and maintenance support or coordination for assigned or attached units. It is dependent on other units for medical and mess support.

b. Command Relationships, Organization, and Functions.

(1) The HHD, P&A Bn, ASCOM, is the

operating agency through which ASCOM commands, controls, and supervises all direct support personnel and administrative services to units in the COMMZ. It functions as the nucleus of the personnel service center which is under the operational control of the ACofS, Personnel, ASCOM. Normal command relationships exist with lateral and lower commands except that the detachment normally does not become involved in technical or administrative communications channels of its subordinate units when routine submission of reports, information, or data to higher, parallel, or lower commands is involved.

(2) The headquarters and headquarters detachment (TOE 12–66) consists of a battalion headquarters and a detachment headquarters.

(3) The battalion headquarters provides the personnel resources for command, control, staff planning, and supervision of the battalion and its subordinate units.

(*a*) The S1 section exercises staff supervision over assigned or attached direct support units. It also is responsible for maintenance of battalion strength, personnel and manpower management, morale, discipline, law and order, and internal management of the headquarters.

(*b*) The S2/S3 section is responsible for battalion plans, training, operations, communications, unit security, and intelligence.

(*c*) The S4 section is responsible for the supply and maintenance activities of the battalion and coordinates the support for assigned and attached units.

(*d*) The detachment headquarters provides the routine overhead support to the battalion headquarters.

Section III.

PERSONNEL AND ADMINISTRATION BATTALION, ARMY/CORPS SUPPORT BRIGADE

3–6. Mission, Assignment, and Capability

a. The mission of the P&A Bn, army/corps support brigade, is to provide direct support personnel, administrative, finance, replacement, special services, band, and postal services on an area basis to units of the field army or corps support brigade.

b. A P&A Bn is assigned to each army support and corps support brigade in the FASCOM.

c. The P&A Bn, army/corps support brigade, serves as a carrier unit for attached finance direct support companies.

d. This P&A Bn is dependent upon other support activities for supplemental motor or air transportation, medical services, signal communications, organizational maintenance of organic signal equipment, and direct support maintenance of organic vehicles.

3–7. Command Relationships, Operations, and Organization

a. The commander of the P&A Bn, army/corps support brigade, is under the command jurisdiction of the support brigade commander. Elements of the P&A Bn execute, in the name of the commander of the headquarters supported, the personnel and administrative policies established by that headquarters. With lateral commands, normal relationships exist. In addition to direct support, the P&A Bn also provides information on personnel or administrative matters to units served on a scheduled basis or as required.

b. Personnel and administrative support is centralized at the personnel service center of the army/corps support brigade headquarters to provide services on an area basis. The P&A Bn operates the personnel service center of the army/corps support brigade. It uses ADP equipment of the support brigade headquarters to maintain the personnel and administrative data from which reports are furnished to all headquarters and units supported. Requests for actions are acted upon by the P&A Bn within the policy of the respective headquarters. Exceptions to policy are directed for ac-

tion to the headquarters establishing the policy. The P&A Bn operates a central records library for the maintenance of authorized publications, correspondence, and documents created by the headquarters and units supported. Replacement and special services support is provided on an area basis to all supported units. Finance direct support companies are assigned to the P&A Bn, which serves as a carrier unit only, while staff supervision and technical control over these finance units is exercised by the support brigade ACofS, Comptroller. Close liaison is established by the P&A Bn with all major headquarters being supported to facilitate communication regarding personnel and administrative policies. The P&A Bn of the army/corps support brigade assumes the role of the PERSCOM, TASCOM, when operating as a part of a corps support command (COSCOM) for independent corps operations.

c. The P&A Bn, army/corps support brigade, is a flexible organization functionally organized as depicted in figure 3–1.

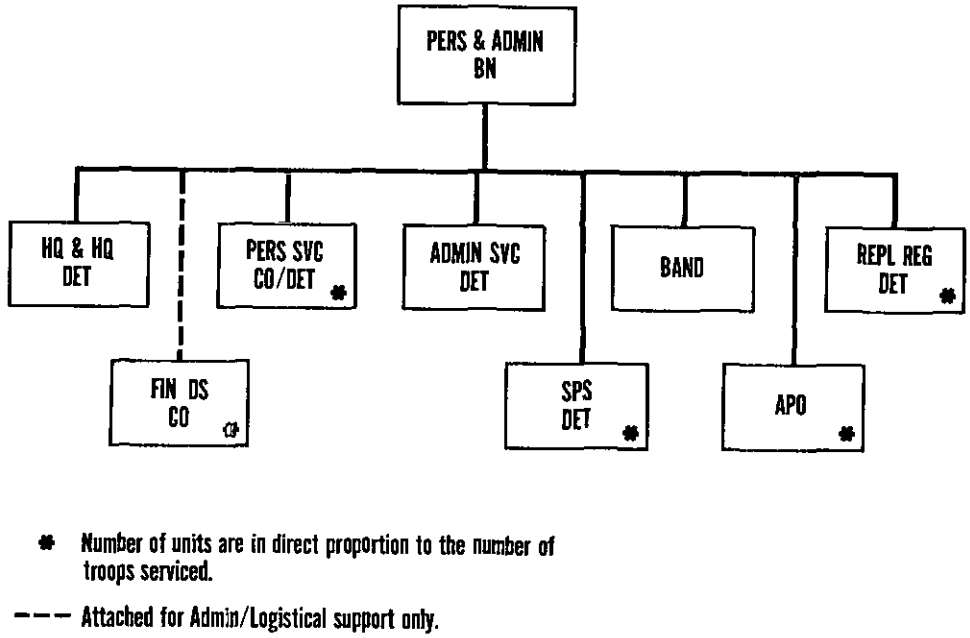


Figure 3–1. Personnel and administration battalion, army/corps support brigade.

3–8. HHD, P&A Bn, Army/Corps Support Brigade

a. Mission, Assignment, and Capabilities.

(1) The mission of the headquarters and headquarters detachment of the P&A Bn, army/corps support brigade, is to provide command, control, staff planning, and supervision of the assigned or attached units.

(2) This unit is assigned to the P&A Bn, army/corps support brigade, FASCOM.

(3) In carrying out its mission, the detachment at full strength provides logistical, administrative, and maintenance support or coordination for assigned or attached units. It is dependent on other units for mess support and medical services.

b. Command Relationships, Organization, and Functions.

(1) The HHD, P&A Bn, army/corps support brigade, is the operating agency through which the support brigade commands, controls, and supervises all direct support personnel, administrative, and morale services to units in the support brigade. It functions as the nucleus of the personnel service center which is under the operational control of the ACofS, Personnel, army/corps support brigade.

Normal command relationships exist with lateral and lower commands. However, the detachment does not normally become involved in the routine submission of reports, information, or data between its subordinate units and higher, parallel, or lower commands.

(2) The headquarters and headquarters detachment of the army/corps support brigade P&A Bn is organized into a battalion headquarters and detachment headquarters similar to that of the ASCOM P&A Bn (para 3–5*b*(2)).

(3) Functions of the battalion and detachment headquarters of the HHD, P&A Bn, army/corps support brigade, are essentially the same as those of HHD, P&A Bn, ASCOM. The functions of the operating staff sections are also similar in both types of HHD except for the S1 sections. In addition to the functions and responsibilities outlined for the S1 of the HHD, P&A Bn, ASCOM (para 3–5*b*(3) (*a*)), the S1 of the HHD, P&A Bn, army/corps support brigade—

(*a*) Monitors and recommends postal procedures, coordinates mail management functions, and supervises the operation of the APO's.

(*b*) Monitors and recommends procedures for replacement operations, and coordinates and supervises the operations of the replacement regulating detachments.

(*c*) Monitors and supervises all special services recreational activities; plans and recommends requirements for special services units and personnel, and controls special services items of supply.

(*d*) Coordinates with the ACofS, Comptroller, army/corps support brigade, for finance support.

(*e*) Allocates battalion quotas for rest areas.

(*f*) Schedules band activities.

Section IV. PERSONNEL SERVICE COMPANY/DETACHMENT

3–9. Mission, Assignment, and Capabilities

a. The personnel service company/detachment acts as custodian of command military personnel records, maintains them, and provides the centralized personnel management and actions support attendant upon this responsibility. These services satisfy personnel requirements of the individual and assist supported commanders in discharging their personnel management responsibilities.

b. The personnel service company/detachment is assigned to the P&A Bn's of the ASCOM and the army/corps support brigade, FASCOM. Personnel service units (companies/detachments) are assigned to ASCOM to support TASCOM's mission commands and other theater army organizations.

c. Personnel service companies/detachments (TOE 12–67) are of several types, each of which is designed to accomplish its mission for a specified troop strength.

d. These personnel service units must depend upon other units for chaplain, medical, finance, and maintenance support. They must also depend upon a computer facility for direct computer support.

3–10. Command Relationships

a. Normal command relationships exist between the personnel service unit (company/detachment) and P&A Bn headquarters. However, the P&A Bn is not routinely included in the personnel administrative channel between the personnel service unit and the supported headquarters or units. The personnel service unit, using the supporting ADP facility, submits and updates the individual administrative personnel record that is maintained by the personnel and administration center (PAC), in the PERSCOM. It also forwards to the PAC administrative actions requiring theater army headquarters approval.

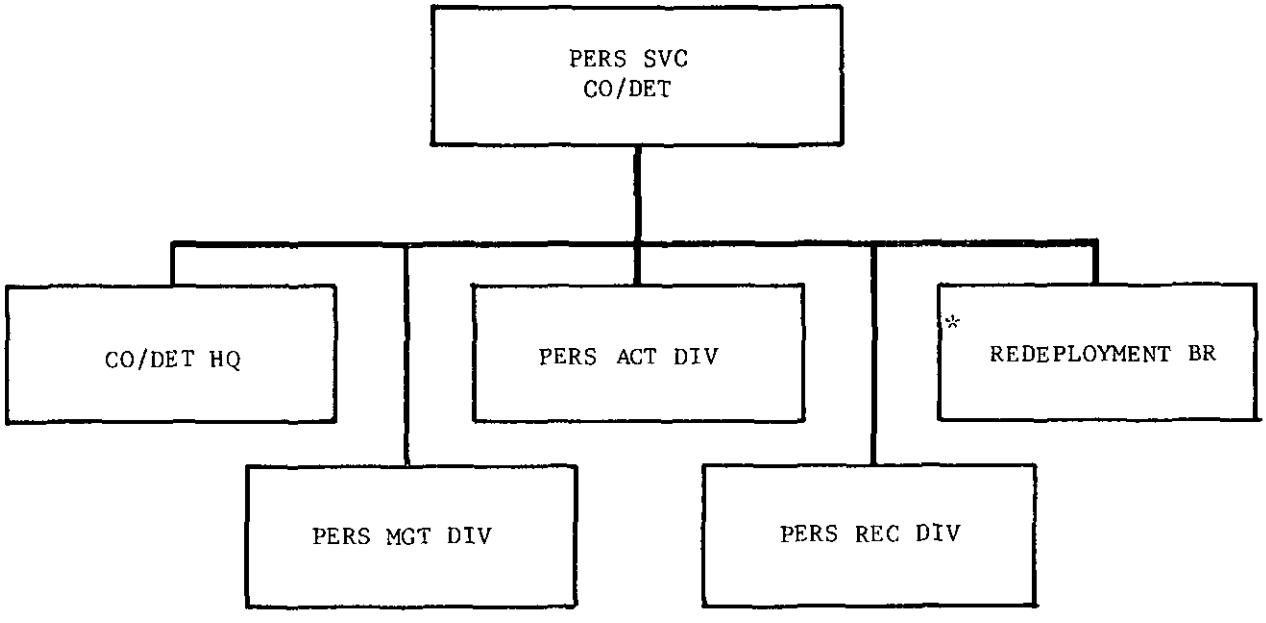
b. Groups and battalions supported by the personnel service unit are primarily tactical and enter into administrative channels only for processing administrative matters that pertain to group or battalion headquarters personnel. Generally, a group or battalion

does not process individual actions and status changes and is concerned only with the overall personnel situation. Therefore, the personnel service unit provides to the group or battalion information on authorized and current strengths, shortages, overages, known gains, and known losses of subordinate units. In the field of personnel management, the group or battalion commander's principal assistants are the S1 and personnel staff NCO. The duties and responsibilities of the S1 are as stated in FM 101–5. The duties and responsibilities of the personnel staff NCO are as stated in AR 600–17. At company and detachment level, the commander is the primary manager of his personnel. He is assisted by the executive officer, first sergeant, and company clerk in accomplishing his personnel management functions. Personnel administration channels are normally direct to the supporting personnel service company/detachment.

3–11. Concept of Operations and Organization

a. The personnel service company/detachment centralizes routine personnel management and actions by implementing the policies and criteria of each supported headquarters and unit above company level and acting in the name of the respective commander. Personnel administrative actions that require the commander's personal attention are forwarded through command channels.

b. The personnel service company/detachment is functionally organized as depicted in figure 3–2.



* FOR USE IN OVERSEA AREAS ONLY

Figure 3–2. Personnel service company/detachment.

3–12. Functions

Primary functions are as follows:

a. Maintaining and updating all individual command personnel records for supported units through the use of ADPE, input/output devices, and shared computer processing time.

b. Processing or preparing status and strength reports for higher, parallel, and lower headquarters from personnel information contained in the command personnel record.

c. Acting upon requests for reassignment, reclassification, and appointments based upon the policy of the headquarters to which the unit or individual is assigned.

d. Recommending personnel management actions to commanders of supported units.

e. Performing personnel actions such as separations, personal affairs, and awards based upon the policy of the headquarters to which the individual is assigned.

Section V. REPLACEMENT REGULATING DETACHMENT

3–13. Mission and Assignment

a. As an operating element of the theater army replacement system, the replacement regulating detachment provides command, control, and limited administration of individual and unit replacements and rotatees within the assigned geographical area of responsibility. This includes temporary encampment, mess, limited equipment supply, and accounting.

b. Replacement regulating detachments are assigned to the replacement regulating organization, PERSCOM, and to the P&A Bn of the army/corps support brigade.

3–14. Capabilities

a. Replacement regulating detachments organic to—

(1) The personnel regulating organization, PERSCOM, perform their mission for individual and unit replacements and rotatees within the COMMZ. Mission, organization, and operations of the personnel regulating organization are contained in FM 29–6.

(2) The P&A Bn, army/corps support brigade, perform their mission for individual and unit replacements and rotatees within the combat zone (para 2–9*a*(1)).

b. The replacement regulating detachment maintains liaison with the personnel service center (PSC) of PERSCOM, the support brigade, or other elements within its geographical area to insure the continuous flow of personnel. Processing and travel time for each replacement or rotatee within the theater army replacement system (from POE to unit of assignment) is normally accomplished within 48 hours.

(1) Each detachment can process 200 to 800 replacements or rotatees per day depending on the number and types of teams assigned.

(2) Each replacement regulating detachment headquarters team can control the functional teams of the detachment.

(3) Each replacement control team can process a combined total of 100 individual replacements and rotatees per day or a company sized replacement unit.

(4) Each replacement operations team supports 200 to 400 replacements, depending upon the type of team assigned.

(5) Each replacement mess team can provide mess and mess facilities for 200 to 400 replacements or rotatees per day.

c. The detachment is dependent upon the unit to which attached for motor maintenance support.

3–15. Concept of Operations and Organization

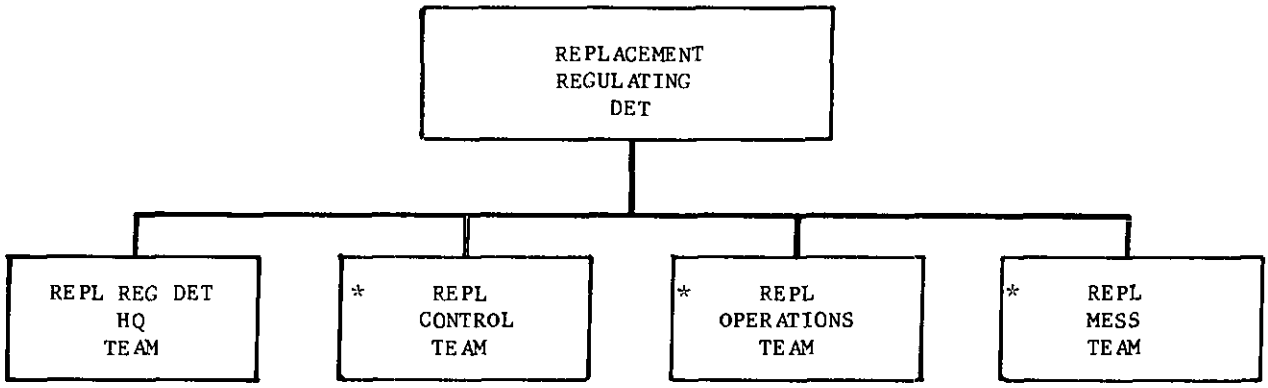
a. Concept of Operations.

(1) Based on the assignment instructions received from the PAC, PERSCOM, replacement regulating detachments assist replacements upon arrival in the area until their unit of assignment is reached. These detachments also receive personnel returned to du-

ty from medical and military police facilities, and request assignment instructions for them from the PAC. In addition, replacement regulating detachments process personnel who are rotating to CONUS.

(2) These detachments coordinate with a designated transportation movement element, the transportation of replacements to their units of assignments and rotatees to ports of embarkation.

b. Organization. The replacement regulating detachment (TOE 12–560) is a cellular organization and normally consists of the teams shown in figure 3–3.



* NUMBER AND TYPES OF TEAMS VARY IN DIRECT PROPORTION TO NUMBER OF TROOPS TO BE PROCESSED.

Figure 3–3. Replacement regulating detachment.

Section VI. ADMINISTRATIVE SERVICE DETACHMENT

3–16. Mission and Assignment

a. The mission of the administrative service detachment is to provide centralized administrative services support consisting of volume reproduction and unclassified records library services for all nondivisional units, other than separate brigades, located in its assigned geographical area of responsibility.

b. An administrative service detachment is assigned to the P&N Bn's of the ASCOM and the army/corps support brigade.

3–17. Command Relationships

The detachment operates under the command of the P&A Bn; however all major command headquarters and units in the geographical areas supported normally communicate directly with the administrative service detachment and its subordinate sections. The central records library section maintains liaison with the theater central records library located at the PAC, PERSCOM, and adjacent libraries to receive and disseminate information required to adequately support serviced units.

3–18. Concept of Operations

The detachment installs, operates, and maintains a reproduction facility to provide volume reproduction services to units serviced by the P&A Bn when the page quantity required by a serviced unit exceeds its capability. It also installs, operates, and maintains a central records library to provide a single source of publications and file records storage and retrieval for use by major commands and units supported. The administrative service detachment coordinates its reproduction and library services with the headquarters and units supported. It provides centralized automated means for monitoring the functions of records management, to include forms management and file disposition. It is dependent on the supporting ADP facility for computer random access magnetic storage, maintaining there or on meirofilm those publications and records produced or required by supported untis. The detachment is attached to a personnel service company/detachment for mess and maintenance.

3–19. Organization and Functions

a. The administrative service detachment (TOE 12–570) is functionally organized as shown in figure 3–4.

b. Elements organic to the administrative service detachment function as described below.

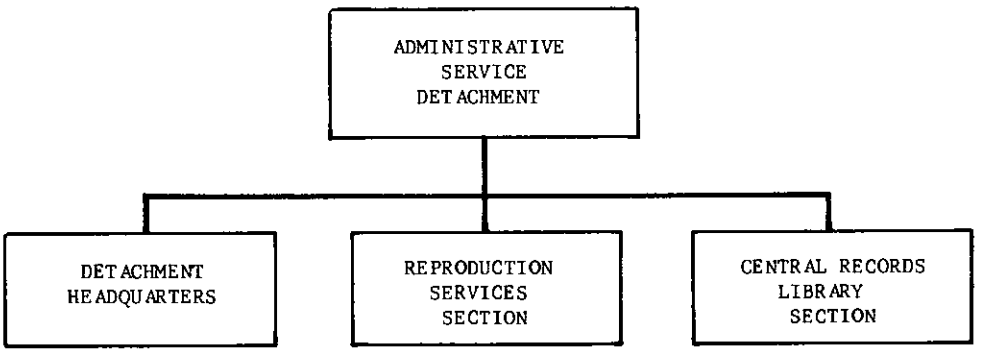


Figure 3–4. Administrative service detachment.

(1) The detachment headquarters consists of personnel to perform unit type operations, including administration, supply, and maintenance functions. The senior officer and noncommissioned officer in the library section perform the duties of detachment commander and first sergeant, respectively.

(2) The reproduction services section performs large volume reproduction service for units. However, it does not provide distribution list mailings to addressees indicated in the reproduced directive. All reproduced material is returned to the requestor, either through APO facilities or by requestor's pickup, for required distribution.

(3) The central records library section relieves commanders of the administrative burden in maintaining a large volume of unclassified records and publications by the following operations. It—

(*a*) Receives and maintains in computer random access magnetic storage or on microfilm the record copy of all unclassified correspondence, reports, records, and publications having retention periods greater than 30 days. It establishes retention periods of such correspondence, reports, records, and publications and insures that information of a permanent nature is forwarded either to the theater army records library or the CONUS records center, as appropriate, upon expiration of the retention period within the library.

(*b*) Maintains in the computer random access magnetic storage or on microfilm, a copy of applicable unclassified publications received from the following headquarters for reference purposes: DOD, DA, theater army, TASCOM, field army, FASCOM, and all major commands and headquarters within the TASCOM and the FASCOM; and provides either direct access by supported commands or headquarters, or transmittal services to any company size unit within the TASCOM.

(*c*) Provides file search services to all commands and headquarters units unable to locate desired file information within the magnetic storage facility, and to all units that are not equipped with direct access to the computer random access magnetic storage facility within the assigned geographical area.

(*d*) Provides copying services of file material to units down to and in-

cluding the company, and provides for the transmittal of such copy to units by automatic electric typewriter or mail.

(*e*) Receives microfilm from the theater army records library, creates or updates microfilm rolls of technical and training publications, and forwards such rolls to selected units.

(*f*) Provides for searching and querying of the theater army central records library and CONUS records center for file information previously forwarded for permanent retention.

(*g*) Establishes retention periods for all correspondence, reports, records, and publications filed or retained at any level within the supported area and coordinates records procedures for maintenance of such file material.

Section VII. ARMY POST OFFICE

3–20. Mission

The mission of the army post office (APO) is to provide direct postal support that includes mail distribution, dispatch, and postal finance services to individuals and to nondivisional units, other than separate brigades, in the assigned area of responsibility.

3–21. Assignment and Capability

a. Army post offices are assigned to the area support group, ASCOM, and to the P&A Bn's at army/corps support brigade.

b. Each APO normally supports a population area of 15,000 personnel.

c. These units are not self-sufficient and are dependent upon the personnel service company detachment for personnel administration support, finance direct support company for pay, and other units for administration, mess, supply, and motor maintenance.

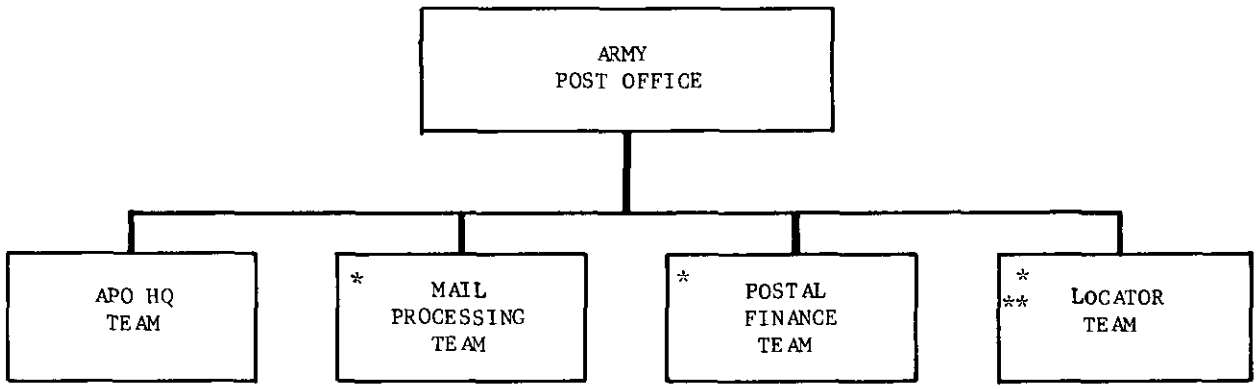
3–22. Command Relationships

A direct support relationship exists between the APO and the units it supports. Units of battalion size and hospitals of 500-bed capacity are authorized a mail delivery clerk to receive and dispatch mail. Postal equipment is requisitioned directly from the postal service organization, PERSCOM. Postal stocks of stamps and money orders are requisitioned through the staff postal element, P&A Bn.

3–23. Concept of Operations and Organization

a. The APO locates its teams throughout the area supported on the basis of troop density and mail volume. The mail processing team is centrally located to provide ease of access to supported units. It serves as the intermediary between supported units and the general support postal activities for the receipt and dispatch of bulk mail. The APO receives mail from mail terminals or regulating units (operated by personnel of the postal service organization, PERSCOM), prepares mail for unit collection, receives mail from supported units, and prepares mail for collection by mail terminals or regulating units. Postal finance teams provide postal service other than bulk mail handling for units and individuals served. The APO headquarters team is responsible for accounting for postal monies and postal effects. Undeliverable mail is returned through postal channels directly to the locator team, postal service and appropriate disposition.

b. The army post office (TOE 12–550) is a cellular organization and normally consists of teams as shown in figure 3–5.



* NUMBER OF TEAMS ARE IN DIRECT PROPORTION TO NUMBER OF TROOPS SERVED AND/OR OFFICIAL BULK MAIL PROCESSED.
** USED ONLY WHEN PAC IS NOT OPERATIONAL.

Figure 3–5. Army post office.

Section VIII. SPECIAL SERVICES DETACHMENT

3–24. Mission, Assignment, and Capabilities

a. Mission. The mission of the special services detachment is to establish and provide operational control of leave and recreation centers and rest areas within the area of assignment.

b. Assignment. Special services detachments are assigned to the special services organization, PERSCOM (FM 29–6), and the army/corps support brigade. In the COMMZ, recreation and entertainment teams are assigned individually on an "as required" basis to area support groups, ASCOM.

c. Capabilities.

(1) Detachments assigned to PERSCOM establish and operate leave and recreation centers in the COMMZ on the basis of one detachment to support 200 troops at any given time. The capabilities of special services detachments assigned to the PERSCOM are discussed in fuller detail in FM 29–6.

(2) Recreation and entertainment teams assigned individually to area support groups establish and operate rest areas for combat support and combat service support troops in the COMMZ. These rest areas are designed to accommodate no more than 750 persons at any given time.

(3) Detachments assigned to corps/army support brigades establish and operate rest areas for supported units in the combat zone on the basis of one detachment per 60,000 personnel. A rest area can provide rest and relaxation facilities for a maximum of 750 personnel at one time.

d. Limitations. Special services organizations, detachments, and teams are dependent upon other units for additional service support. In the COMMZ, the ASCOM provides supply, maintenance, medical, military police, finance, chaplain, and post exchange support to leave and recreation centers and rest areas. In the combat zone, medical, finance disbursing, mess, postal, chaplain, engineer, exchange, bath, and clothing exchange activities provide rest areas additional service support, usually through teams.

3–25. Concept of Operations and Organization

a. Concept of Operations.

(1) *Special services detachment operations.*

(*a*) The detachment headquarters is under the operational control of the area support group, ASCOM, or the P&A Bn, army/corps support brigade. The headquarters exercising operational control of the

detachment coordinates communications and transportation support for the rest area concerned. The detachment controls recreation and entertainment teams that operate designated rest areas.

(*b*) The area support group or the P&A Bn, as appropriate, informs the detachment headquarters daily of units scheduled for each assigned rest area; the detachment headquarters in turn informs each recreation and entertainment team operating a rest area of input. Upon arrival, personnel are fed a hot meal, or a hot snack, if arrival is between normal meal hours, and units area assigned specific areas in which to erect tents and store equipment. Units are informed daily of recreational activities scheduled within the rest area. Special services type equipment in need of repair is turned in and new items issued by the supply sergeant, special services detachment headquarters.

(*c*) Arts and crafts activities include instruction in making small items for use by the soldier. Generally these items may be worked on while he is in his tent resting or in the designated craftmobile.

(*d*) Sports activities include instruction and supervision for unit controlled physical activity games.

(*e*) Recreational activities include game material and library books (pocket type) for use by individuals or groups and motion picture service on a scheduled basis.

(*f*) Tentage authorized the recreation and entertainment team by TOE is adequate to provide rest area protection against the elements for personnel engaged in games or recreational activities during inclement weather.

(*g*) When rest areas are located near a town or city, the commander of a unit occupying a rest area may authorize unit personnel to visit the town or city, providing this is within the local command policy.

(2) *Control and use of rest areas.*

(*a*) Rest areas are established within the ASCOM area and the army/corps support brigade area to provide to unit personnel, as a group, the facilities for relaxation, designed to relieve combat and fatigue stresses. Each combat and combat support unit within the ASCOM area or army/corps support brigade area is authorized to use the facilities of a special services operated rest area. Each division or separate brigade in a corps area has a designated rest area to which its troops are ordered for rest purposes. When command policy dictates that the rest area will be established within the division or separate brigade zone of control, a recreation and entertainment team from the special services detachment is attached to this combat organization and placed under the operational control of its special services officer.

(*b*) The recreation and entertainment teams operating rest areas are not staffed to provide live entertainment for troop units, and can support them with self-help activities only. Such teams can provide guidance, assistance, training, and support in games, sports, motion picture showings, and arts and crafts to troop units that are occupying rest areas.

(*c*) Combat and combat support units are ordered to rest areas as often as the major commander concerned deems desirable to insure maintenance of a high level of morale among troops. A unit is defined as any organic segment of a TOE organization commanded by an officer or noncommissioned officer, such as a battalion, company, platoon, or squad. Individuals are not

permitted to use facilities of a rest area; individuals use COMMZ leave and recreation centers. The maximum troop unit population at any rest area is 750 personnel.

(*d*) Division, brigade, group, battalion, separate company, and detachment commanders request rest area space from the supporting P&A Bn headquarters. Commanders may program a specified number of troops units under their control on a continuing daily basis to use rest areas within established corps policy. To insure proper processing of units upon their arrival in a rest area, such commanders must notify the P&A Bn of selected units at the earliest possible time.

(*e*) Units utilizing rest areas provide their own command and control of unit personnel and use unit special services equipment and supplies.

(3) *Service support.* The special services detachment headquarters furnishes TOE supply support to each recreation and entertainment team. The headquarters exercising operational control of the detachment coordinates communications and transportation for the rest area concerned. Support for rest area operations is furnished by combat service support functional teams, including the following:

(*a*) Finance forward service team that provides finance services to troop units.

(*b*) Medical team that provides dispensary services to troops stationed at or occupying a rest area.

(*c*) Mess team that provides two to three hot meals per day to all troop units in the rest area and makes maximum use of disposable plates, cups, knives, forks, and spoons. Meals are provided in containers and no kitchen police or cooks from units are required in performance of this service.

(*d*) Bath and clothing exchange team that provides shower facilities for troops in rest area and maintains capability of exchanging clothing for a minimum of 375 personnel per day.

(*e*) Postal team that provides money order services in coordination with finance team; provides mailing services in accordance with theater policy; and assists unit mail clerks in obtaining mail from parent unit or the postal regulationg unit serving the area.

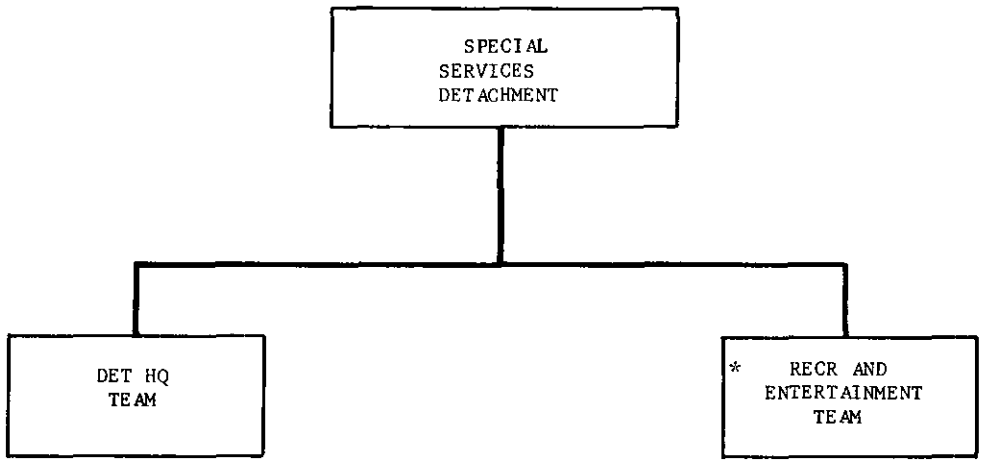
(*f*) Chaplain support that provides religious services for all troops in rest area and arranges individual counseling as desired by personnel.

(*g*) Exchange team that provides facilities for troops to purchase basic necessities, including soft drinks, candy, toilet articles, and other minor items; provides mail order catalog services for CONUS delivery of selected items. Ordering, charges, and selection of substitute items are features of this catalog service.

(*h*) Engineer team that provides sanitation facilities, potable water, lighting, fire protection, and construction and repair services for the rest area.

(*i*) Supply support team that provides station type supply services for operation of the rest area, including replenishment of consumable and expendable supplies and procurement of nonexpendable equipment items for fixed rest area use. The team provides normal logistical services and is the liaison element between the rest area and depot supply.

b. Organization. The special services detachment (TOE 12–18) is a cellular organization consisting of teams shown in figure 3–6.



* NUMBER OF TEAMS VARY IN DIRECT PROPORTION TO TROOP POPULATION SERVED.

Figure 3–6. Special services detachment.

Section IX. BAND

3–26. Mission, Assignment, and Capabilities

a. The mission of the band is to provide appropriate music for military ceremonies and recreational activities for the purpose of promoting and maintaining the morale and esprit of supported troops.

b. A band is assigned to each area support group, ASCOM, and to each P&A Bn, army/corps support brigade.

c. The band provides music for ceremonies, parades, and entertainment activities, as required.

d. The band is dependent upon another unit for mess, transportation, and supply support.

3–27. Concept of Operations and Organizations

a. In the ASCOM, the Director of Personnel, area support group, controls the band. In the FASCOM, the commanding officer of the appropriate P&A Bn is responsible for scheduling appearances of the band.

b. The band (TOE 12–107) is not subdivided organizationally.

CHAPTER 4
ADJUTANT GENERAL SECTION, ADMINISTRATION COMPANY, DIVISION SEPARATE BRIGADE

Section I. GENERAL

4–1. Role of the Adjutant General

The adjutant general of the division or separate brigade is a special staff officer and exercises operational and supervisory responsibilities in the functional areas of personnel and administrative services as delineated in FM 101–5 and chapter 5, FM 12–11, and as further detailed herein. He may also perform the functions of civilian personnel administration and reports control. Unless the division/separate brigade commander designates otherwise, he is the officer in charge of the rear echelon whenever this echelon is established, and has additional operational and administrative responsibilities related thereto as detailed in chapter 6, FM 12–11. In the performance of these command-related and service-oriented functions, the adjutant general must be responsvie to—

a. Command personnel and administrative operational requirements under changing conditions.

b. Requirements of the subordinate commands.

c. Command requirements for information, advice, and recommendations pertaining to the adjutant general's areas of interest.

d. Requirements for liaison with other commands.

e. When acting as officer in charge of the division or separate brigade rear echelon—

(1) Rear area security and area damage control requirements related to his role.

(2) Requirements for communication facilities between the rear echelon headquarters and the division/separate brigade main command post.

4–2. Operational Concepts and Principles

In order to meet the operational requirements effectively, the adjutant general must be aggressive and thorough in planning, coordinating, directing, and controlling the various operations relative to his functional responsibilities. In that regard, he—

a. Persistently seeks ways and means to increase the effectiveness and efficiency of personnel and administrative operational areas.

b. Maintains liaison with other staff members and commanders of units supported by his section in order to understand their requirements sufficiently well to effectively provide the type and degree of support that will fulfill their particular needs.

c. Is constantly alert to probable changes in command strength and unit composition, geographical dispersion of division/separate brigade elements, mission assignments, and other related factors that have direct effect upon requirements for personnel and administrative support. Anticipating such changes enables the adjutant general to promptly adapt his support to the changing conditions.

d. Operates his section to provide continuous support to elements of the division or separate brigade. The personnel service division (PSD) provides teams capable of furnishing custodial personnel records-keeping support to organic battalion-size or larger units when these units are detached from the parent organization (division or separate brigade). The postal division provides postal service to major elements of the parent organization when dispersion of such elements makes it impractical for an army post office (APO) to provide service. When the headquarters is

echeloned, the administrative services division and the PSD both support this fragmentation.

e. Plans personnel and administrative procedures so as to minimize any adverse effect on the training or tactical mission of the command.

f. Designs operational procedures to relieve the commander, his staff, and subordinate commanders of detailed personnel and administrative records-keeping and reporting without infringing upon command prerogatives.

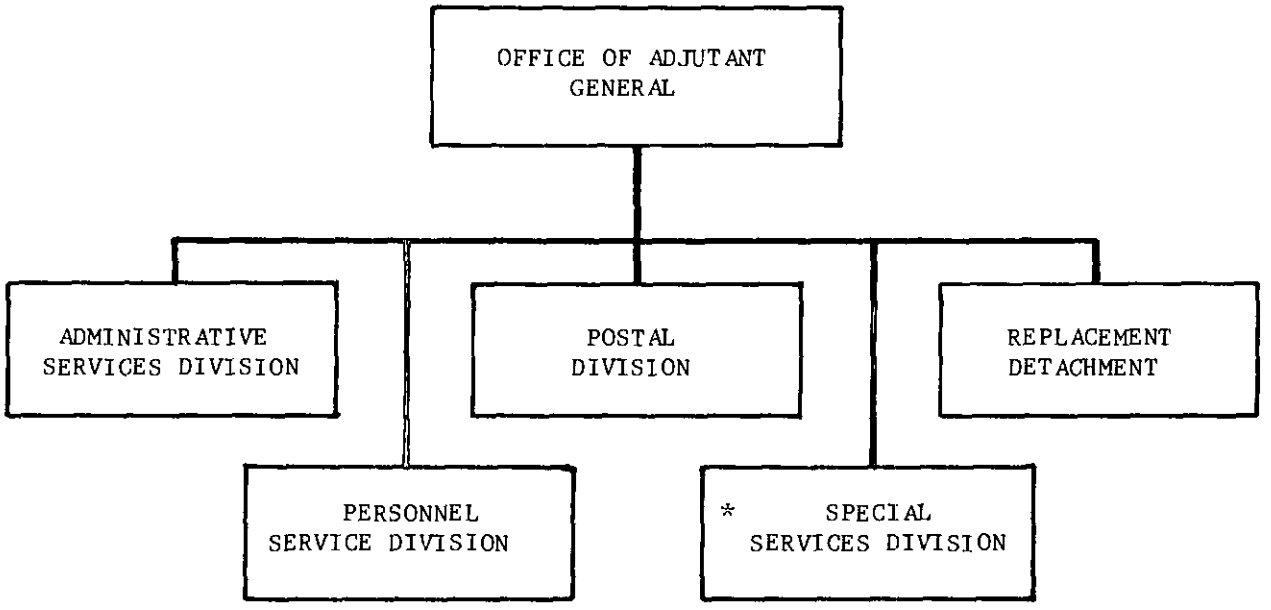
g. Takes the initiative in solving administrative problems and renders specific assistance to subordinate commanders when the need arises. An example of such assistance is the training of division or separate brigade clerical personnel. A further example may be seen in the periodic visits by specialist teams in the areas of personnel loss reports, awards and decorations, and replacement requisitions.

h. Insures that operational procedures provide for decentralization of authority to the lowest practicable level. He may delegate authority for actions within his area of interest and include authority to sign the communication or document announcing the action, but in so doing must not usurp command prerogatives.

i. Insures that his section's activities conform to established command priorities.

4–3. Organization and Assignment of Duties

a. Organization. The adjutant general section consists of the office of the adjutant general and the operational elements depicted in figure 4–1.



* NO SPECIAL SERVICES DIVISION WITHIN THE SEPARATE BRIGADE ADMINISTRATION COMPANY.

Figure 4–1. Division/separate brigade adjutant general section.

b. Assignment of Duties. The adjutant general assigns specific duties to the executive officer and to the officer in charge of the adjutant general forward element, when established.

(1) The executive officer may perform office management, plans, and training functions for the adjutant general. Specifically, the executive officer—

(*a*) Supervises the leave and pass program for the section.

(*b*) Monitors the assignment and reassignment of personnel to and from the section.

(*c*) Monitors the maintenance and police of the facilities occupied by the section, including availability and serviceability of property and equipment authorized the section.

(*d*) Prepares office memorandums and instructions relating to internal office matters, including any that may be prescribed by the adjutant general.

(*e*) Conducts organizational surveys of divisions or elements to insure that the management principles employed provide maximum operational effectiveness and proper utilization of personnel.

(*f*) As directed, assumes operational supervision of certain functional areas and conducts studies, surveys, and investigations.

(*g*) May be designated to serve as an alternate top secret control officer.

(*h*) May assume direct supervision of the administrative services division at the rear echelon when the adjutant general forward element is established at the main command post ((2), below).

(*i*) Prepares the section's SOP's for garrison and field situations, and for operation of the rear echelon; and monitors division or separate brigade SOP's that affect operations within the section.

(*j*) Monitors the training program for individuals assigned to the section, with special attention to cross-training of personnel.

(*k*) May represent the adjutant general in matters which require coordination with the administration company commander, the support command or support battalion commander, other rear echelon elements, and the staff.

(*l*) Monitors the preparation and conduct of the training program for clerical personnel throughout the division or separate brigade.

(*m*) Coordinates adjutant general participation in command post and field exercises, and in the conduct of training and command inspections.

(*n*) May serve as operations officer to the adjutant general at the rear echelon.

(2) When the headquarters is echeloned, the adjutant general forms a forward element to perform administrative services for the commander and his staff at the main command post. The personnel for the adjutant general forward element (normally one officer and six enlisted men) are usually drawn from the administrative services division because of the nature of the functions performed.

The officer in charge of the forward element represents the adjutant general at that location. Specifically, the adjutant general forward—

(*a*) Provides distribution service, including receipt, processing, storage, and dispatch of correspondence and messages, both classified and unclassified, within the main command post.

(*b*) Provides limited reproduction services to assist other staff sections located at the main command post.

(*c*) Provides for authentication and dispatch of correspondence originating from the main command post.

(*d*) Keeps the adjutant general (at the rear echelon) advised of current and planned tactical operations that influence adjutant general operations, and seeks his guidance as it is needed.

4–4. Administrative Services Division

The administrative services division performs administrative management functions and office services which relieve other staff officers of routine administrative workloads. The commandwide records management, forms management, reports control and standardization, printing control, and administrative and clerical training programs are planned and operated by this division. To provide service on a commandwide basis, it is authorized reproduction equipment, facilities for storage of classified material, and equipment for volume handling of communications.

a. Organization. The administrative services division is organized into three branches —distribution and records, operations, and publications and supply (fig. 4–2). The adjutant general allocates personnel to these branches on the basis of headquarters staff procedures, echelonment of the headquarters, quantities of correspondence, capabilities of communications facilities, quantities of classified materials processed, and the scope of administrative support provided to headquarters staff sections.

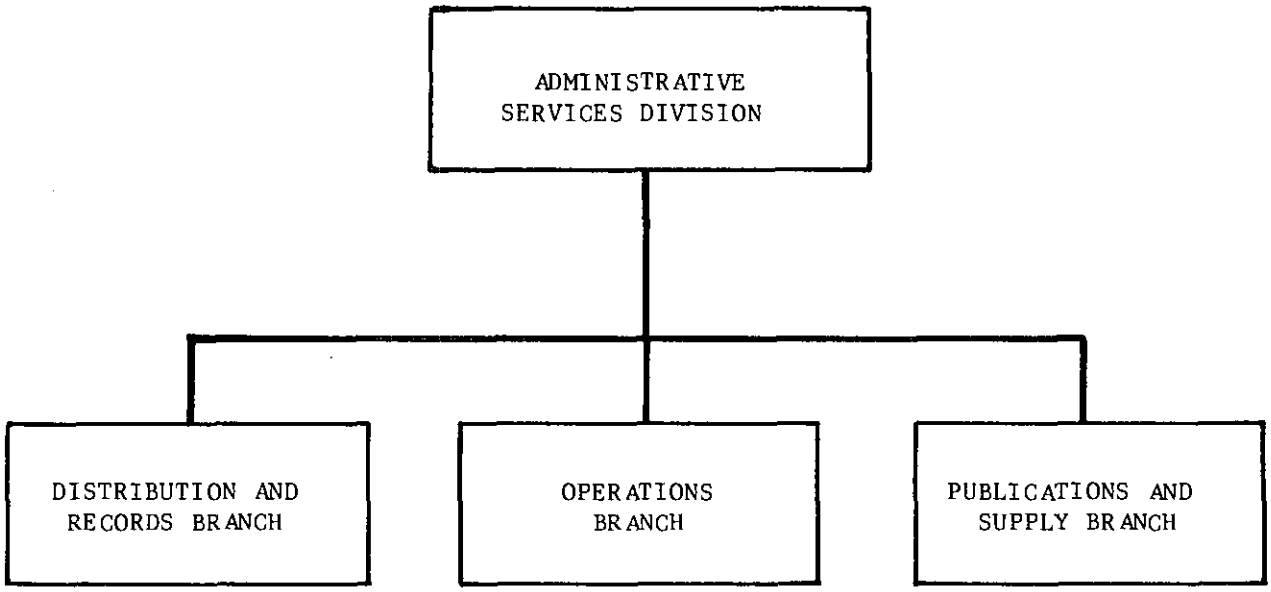


Figure 4–2. Administrative services division.

b. Operational Concepts and Procedures. The chief, administrative services division, supervises the activities of his branches, coordinating these with operational requirements of other headquarters staff elements. He establishes branch SOP's to insure accuracy and efficiency in providing administrative services.

(1) Ordinarily, either the division chief or his assistant is designated as the top secret control officer of the headquarters, and the other is designated as alternate.

(2) When the division headquarters is echeloned, the chief, administrative services division, may be designated as the officer in charge, adjutant general forward element (para 4–3*b*(2)).

c. Detailed Functions of Branches.

(1) The distribution and records branch operates the division or separate brigade headquarters staff message control agency and provides classified correspondence storage facilities, records of accountability, and coordination for necessary officer couriers. Specifically, this branch—

(*a*) Receives official communications of all classifications and accounts for them as necessary.

(*b*) In accordance with established policy, assigns action to a specific staff section for each communication received.

(*c*) Operates internal messenger service within the headquarters.

(*d*) Operates the headquarters suspense system.

(*e*) Dispatches official communications.

(*f*) Operates the records management program.

(*g*) Performs headquarters top secret control duties.

(*h*) Maintains the classified records accounting system.

(*i*) Maintains records of safe combinations.

(*j*) Prepares plans for destruction of classified documents.

(*k*) Maintains rosters of the headquarters personnel authorized to receipt for classified material.

(2) The operations branch is the publications and directives control point for the headquarters. Tasks include editing command directives for format and quality of expression, exercising forms and reports control, and preparing routine orders for publication. Specifically, this branch—

(*a*) Prepares routine orders (except those prepared by the PSD).

(*b*) Edits and controls division publications.

(*c*) Operates the reports control system.

(*d*) Operates the forms management program.

(*e*) Prepares adjutant general administrative reports (except personnel reports).

(*f*) Conducts administrative review of certain reports of investigation and administrative boards.

(3) The publications and supply branch provides the headquarters reproduction services, distributes publications, and procures and distributes forms. Initial and replacement distribution of publications and forms is made to staff elements of the headquarters. Requisitions from staff sections and units for blank forms and publications are processed and filled by this branch. The publications branch maintains a stock level of current publications and directives promulgated by the division of which a reasonable number of complete sets are specifically held for issue to units which may be attached to the division. Quantities of publications and blank forms which should be stocked must be finally determined by experience. In addition, this branch—

(*a*) Provides reproduction services and maintains reproduction and printing controls.

(*b*) Establishes and maintains distribution formulas.

(*c*) Maintains property records for the adjutant general section.

(*d*) Procures expendable supplies for the adjutant general section.

4–5. Personnel Service Division (PSD)

a. General. The PSD is organized functionally and performs two distinct roles.

(1) It provides to the division or separate brigade commander personnel support that includes the following:

(*a*) Operating the division or separate brigade personnel management program, to include operating the replacement system.

(*b*) Taking or securing action on personnel services matters which are the prerogative of the division or separate brigade commander.

(*c*) Furnishing appropriately-arranged personnel information when it is required.

(*d*) Reporting to higher headquarters, as required, information on such matters as personnel losses and replacement requirements.

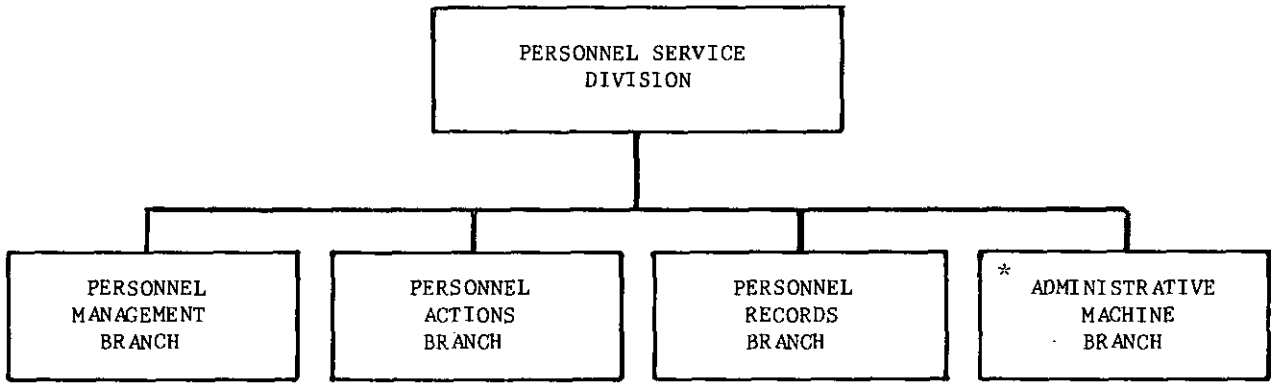
(2) It furnishes personnel and administrative support to subordinate units of the division or separate brigade. This support includes performance of the following services: maintaining personnel records, accomplishing personnel actions as required, and providing commanders below division or

separate brigade level with the personnel data considered necessary to carry out their responsibilities for personnel management.

b. Operational Concepts and Procedures.

(1) The PSD is organized into functional branches (fig. 4–3) under the operational control of the division chief. All, with the exception of the administrative machine branch, may be internally organized into five or more teams.

(2) The PSD of the division adjutant general section uses ADPE to maintain personnel data on punched cards, to manipulate the data rapidly and accurately, and to provide it to commanders and staff officers in a readily-useable form. This equipment is also used by the division finance section for mechanical preparation of pay vouchers. The division PSD has other mechanical equipment for semiautomatic preparation of orders and reports, and a data transceiver for communication in machine language with field army and other elements of the replacement system in the exchange of replacement information. The separate brigade PSD, on the other hand, has no administrative machine branch, and performs its personnel support functions manually. Personnel service division operational procedures are to be found in AR 600–16.



* NO ADMINISTRATIVE MACHINE BRANCH IN THE SEPARATE BRIGADE PERSONNEL SERVICE DIVISION

Figure 4–3. Personnel service division.

c. Organization and Functions of Branches.

(1) The personnel management branch, under the direction of the personnel management officer, accomplishes all personnel management functions not specifically assigned to other elements of the PSD. It is functionally responsible for all classification and reclassification actions to include testing. Assignment and reassignment of personnel as well as selections for training, schooling, details, and special assignments are accomplished and monitored by this branch. It also maintains manning charts and MOS authorizations and requirements. The utilization of all personnel is supervised by this branch with due attention to potential problem areas involving minority groups, nationally-known personnel, and those who have been rehabilitated or are substandard. The personnel management branch operates the enlisted evaluation system, supervises the appointment and reduction of enlisted personnel, and accomplishes the quarterly sample survey. This branch closely coordinates the requisition, receipt, flow, and assignment of replacements with the replacement detachment.

(2) The personnel actions branch, under the supervision of a branch chief, is

responsible for all personnel actions that have not been specifically assigned to some other PSD branch. When authorized to do so, this branch processes and takes final action on all matters pertaining to eliminations, separations, resignations, retirements, reenlistments, extensions, deaths, transfers, and details, identification cards, and security clearances. It processes all applications of an individual nature and insures their proper staffing and screening. The personnel actions branch operates the casualty reporting system, to include processing casualty reports, maintaining master casualty files, and supervising the preparation of correspondence concerning casualty information. In the division, casualty reporting functions must be closely coordinated with the administrative machine branch. The personnel actions branch operates the awards program for the division or separate brigade by processing recommendations, publishing awards, preparing citations, and maintaining historical files of awards. This branch also coordinates replies to inquiries received from members of congress, civic organizations, and private citizens.

(3) The personnel records branch is composed of personnel specialists that perform processing, records control, and reports functions. It is responsible for the flow, to the finance office, of source and substantiating documents required for military pay entitlement. It notifies the finance officer of impending transfers and separations.

(*a*) Processing personnel from the personnel records branch in close coordination with those of the personnel management branch, finance office, and the replacement detachment, screen and process incoming records and make proper internal distribution of all records. They also accomplish the unit processing of personnel records and when processing those that pertain to reported casualties, coordinate such action with the personnel actions branch and the finance office.

(*b*) Records personnel are grouped in accordance with the unit(s) whose personnel records they service. Such an arrangement allows detachment of records teams when required, facilitates the matching of records for outprocessing, and permits strength control through unit identity. Records personnel maintain the officer and enlisted records (less health and pay records) of the units for which the PSD has this responsibility. Included are qualification records and other documents maintained in a personnel records jacket. Additionally, records specialists prepare and transmit reports of change to update qualification records, and verify, extract, and furnish recorded information to companion branches and teams and to other staff offices as required. In the division, recorded information is usually reproduced by mechanical means.

(*c*) Control personnel operate a suspense file of all recurring personnel actions. They notify the action elements of suspense requirements and monitor accomplishment of the actions concerned. In the division, these actions are coordinated with the machine branch and suspense items are programed for automatic data processing equipment (ADPE) application.

(*d*) Reports specialists receive, control, verify, consolidate, and transmit morning reports and all other personnel and administrative reports. These specialists develop, control, maintain, and furnish personnel statistical information and personnel data as required. They also transmit personnel status changes to other elements of the PSD. In the division, these actions are coordinated with the machine processing unit.

(4) The administrative machine branch, a service support element of the PSD in division adjutant general sections, is functionally organized into the management office and operating units as follows: files maintenance, data production, ADPE, and equipment maintenance.

(*a*) The office services unit provides the following services: limited distribution of orders and reports prepared by the branch; preparation of true copies and extracts of various personnel orders, records, and reports; procurement and distribution of office supplies, publications, and blank forms for all elements of the PSD; and internal administration for the PSD, to include records management and classified document control.

(*b*) The machine processing unit provides the following services: it maintains punched cards records from which individual and organizational rosters and summary data are prepared, provides the means by which division finance personnel can prepare military pay vouchers, prepares locator and postal directory punch cards; semiautomatically prepares routine personnel orders and extracts thereof; identifies suspense-type personnel actions, links the division to the replacement system and other elements of the Armywide transceiver network, and performs organizational and direct support maintenance on its own ADPE.

4–6. Postal Division

The postal division provides complete postal service (mail distribution and dispatch, money order, stamp, insured, registry, and unit mailroom inspection services) and performs mail directory service for all personnel and elements assigned to the division or separate brigade. The APO supporting the command to which the attached units of the division/separate brigade are assigned provides directory service support to these units.

a. Organization. The postal division (fig. 4–4), normally organized into three functional branches, is a flexible organization. The postal officer is directly responsible for the overall operation of the postal division. He prepares the division or separate brigade postal SOP, coordinates all postal functions within these organizations, and advises the adjutant general on postal matters. The assistant postal officer is normally detailed as custodian of postal effects and is responsible for safeguarding postal funds and accountable postal equipment. These officers are directly assisted by an army postal clerk and a general clerk. Duties performed by this group include cross-training of APO personnel, monitoring the designation of assistant army postal clerks, maintaining records, conducting unit mailroom inspections, preparing reports, processing claims and inquiries, arranging mail transportation schedules, and handling all other administrative matters for which the postal division is responsible. Security of mail, particularly of registered mail, is an administrative matter of primary importance.

(1) *Mailing services branch.* Personnel of the mailing services branch issue and cash money orders; sell postage stamps and stamped paper; provide the registry, insuring, and certification of mail, and other special postal services; accept mailable matter for dispatch; and release incoming mail to personnel. The branch is organized into at least seven APO units capable of providing services for separated or echeloned elements of the division or separate brigade. Each unit of this type may be operated by one or more persons. The number of APO units that can operate away from the division or separate brigade post office and the duration of such operations are limited by the availability of qualfied personnel.

(2) *Postal operations branch.* Personnel of the postal operations branch receive, distribute, and dispatch accountable and ordinary mail to and from other postal activities and all units served by the division or separate brigade post office. They label,

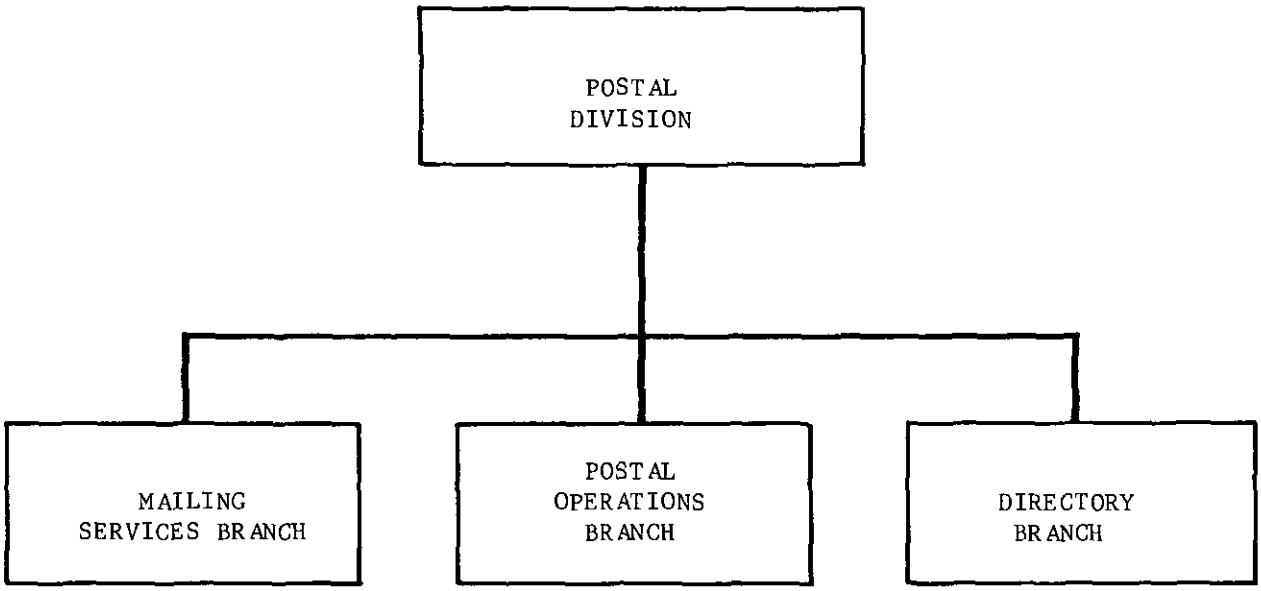


Figure 4–4. Postal division.

sack, and process outgoing mail that must be routed through customs facilities. The postal operations unit also maintains pouch records, the mail distribution scheme, and the APO location list.

(3) *Directory branch.* Personnel of the directory branch maintain current locator information and furnish mail directory service as needed for all authorized personnel. Initially, the PSD prepares and furnishes directory information for each individual assigned to the division or separate brigade and reflects subsequent gains and losses as they occur. In the division, the administrative machine branch of the PSD performs these functions. The directory branch also monitors undeliverable mail returned by unit clerks to verify the accuracy of the addressee and address indicated thereon.

b. Operational Concepts and Procedures for Mail Distribution. Division or separate brigade postal personnel, using vehicles assigned to the postal division, deliver outgoing mail and receive incoming mail at the appropriate postal regulating detachment, base post office, or mail terminal. Arrangements for additional transportation must be made as it is needed. Airlift capabilities of the division or separate brigade are used when available, provided that this will improve mail delivery service. Because of the limited number of vehicles assigned to the postal division, divisional or separate brigade units in the field usually deliver and pick up mail at the division or separate brigade APO. To facilitate pickup of mail by units, such an APO should be located in a readily accessible and frequently visited area. The postal officer constantly strives to provide faster mail service to troops by making mail deliveries direct to units of the parent organization when transportation is available. In addition to performing postal duties, personnel of the postal division must cooperate with the commander of the area in which they are located in the ground defense of their position.

(1) *Mail for command post.* An APO unit may be established at the main command post to provide postal mailing services (sale of stamps, money orders, etc.). Incoming mail for personnel at the command post should be picked up by the headquarters company mail clerk from the division or separate brigade APO as outlined in the appropriate SOP.

(2) *Mail for support command/battalion.* An APO unit may provide postal mailing services for the support command or support battalion also. Under this arrangement, mail pickup and delivery service is provided to these organizations in the same manner as provided to other field units; i.e., mail clerks of the battalions and companies of the appropriate support organization deliver and pick up mail at the division or separate brigade APO. Sometimes an APO unit cannot be placed with the support organization on a full time basis because of the limited number of such units or operating personnel available. When this is the case, an APO unit may be provided for periods of short duration at regular intervals to provide mailing services.

(3) *Mail for division/separate brigade combat elements.* Unit mail clerks for combat elements such as divisional brigades, separate battalions, and similar units pick up mail at the division or separate brigade APO, except when delivery and pickup service can be provided through the use of other available transportation. Army post office units provide mailing services to the maximum extent possible.

(4) *Mail for rear echelon.* An APO unit normally provides mailing services for the rear echelon. Unit mail clerks within the area receive and dispatch mail at the division or separate brigade APO. Since replacements have probably received no mail for some time, it is an important morale factor to deliver letter mail to them at the replacement detachment by the most expeditious means available. These replacements normally remain in the replacement detachment for only 48 hours and coordination of this delivery service must be thorough and timely.

4–7. Special Services Division

In the separate brigade there is no special services division, but the assistant adjutant general is also the special services officer. His responsibilities in this area are similar to those of the division special services officer, but the services to the separate brigade are provided on a smaller scale. In the division, however, there is a special services division under the direction of the division special services officer. He prepares plans and makes recommendations for policies affecting the special services program, and provides advice and assistance pertinent to his functions. His mission is to provide adequate recreational, morale, and welfare services to the troops. This includes the procurement and issue of recreational supplies and equipment, procurement of recreational supporting services from resources outside the division, and the organization and supervision of a comprehensive special services program within the division.

a. Organization. The special services division is organized functionally on the basis of the responsibilities of the recreation supervisor, physical activities specialist, and supply clerk. The assistant special services officer normally functions as division sports officer and assists the special services officer in supervising the entire program. The recreation supervisor usually is the principle noncommissioned officer of the section.

b. Operational Concepts and Procedures. When the division is operating in the field, away from normal garrison support and the recreational facilities available in civilian communities, the need for special services activities within the division becomes much greater. Furthermore, an increase in special services activities is usually required during periods of decreased combat activity.

(1) The small size of the special services division limits the amount of service that can be provided directly. Its primary effort is expended in procuring and distributing to the troops the materials and equipment to enable them to create their own recreation, and in securing recreational support and services available from outside the division. For example, the special services division procures and distributes book kits; athletic equipment; recreation kits containing small games and arts and crafts materials; phono-

graphs and records; and supplies (such as magazines) which may be donated by civilian sources.

(2) Special services units are assigned to the field armies and are available to support divisions by attaching elements which provide soldier entertainment, movies, libraries, and sports activities.

(3) Mobile units such as bookmobiles, clubmobiles, craftmobiles, and showmobiles may be available from theater resources.

(4) "Live" professional entertainment groups tour theaters of operation and may be scheduled to visit divisional areas when the situation permits.

(5) In a well-established theater, division personnel may be sent for periods of rest and recreation to leave and recreation centers that are operated in rear areas. If these facilities are too limited or the available transportation to them insufficient to provide adequate support, the army commander may establish rest areas in the rear of the combat zone. At times the division commander may find it necessary to establish rest areas under division control.

(6) Divison rest areas may be established in the division service area or, with the concurrence of the appropriate higher commander, behind the division rear boundary. These rest areas may be designed to accommodate individuals or entire units. A division rest area is normally operated by the special services division.

(*a*) In establishing a rest area designed to accommodate individuals, it is important to select a location which provides reasonable security and access to main transportation routes. The division commander appoints a rest area commander and a small operating staff that includes mess personnel. The commander and operating personnel are detailed from units within the division on a special duty basis. Any available existing buildings, as well as class II items, such as tents and folding cots are used for this purpose. If local hire personnel are available, their services are employed to the maximum extent and supplemented by the services obtained from elements of division support units. The latter include postal, finance, medical, religious, exchange, and bath services. Recreational support for the rest area is obtained from any of the sources given in (1) through (4) above.

(*b*) Rest areas that are established to accommodate units of company size or larger are modeled after the area described in (*a*) above, but require less overhead since the units themselves carry on housekeeping duties, including messing. Rest areas designed to accommodate units should be large enough to permit limited training that includes small arms range firing and integration of replacements.

(7) When the division is in garrison, most special services are provided by the post commander. In this situation, the division special services officer obtains such support primarily through liaison with his counterpart on the post commander's staff. Support of this type may include the use of permanent recreational and athletic facilities, service clubs, libraries, craft shops, entertainment workshops, and movies and "live" shows. It may also include nonappropriated funds to supplement appropriated funds used for purchasing recreational supplies and equipment, and for paying part-time sports officials and employees. A major part of the effort of the special services division in garrison is devoted to organizing and supervising division athletic programs.

4–8. Replacement Detachment

The replacement detachment receives, controls, and processes replacements. It provides them with quarters and messing facilities and insures their arrival at the battalion or lower

unit headquarters to which they are ultimately assigned. Replacements processed by the detachment include personnel newly assigned to the division or separate brigade; returned-to-duty personnel (returnees from hospital, emergency leave, and confinement); and may include individuals departing on rotation or leave. During periods of garrison duty, the replacement detachment normally operates the initial receiving point for personnel reporting for assignment. The replacement detachment acts as a holding agency for replacements and departing personnel until assignment orders or instructions have been received from the personnel management branch of the PSD.

a. Organization. In the division, the replacement detachment is organized into a detachment headquarters and three replacement teams, each team with the capability of processing 100 individuals at any one time. In the separate brigade, the replacement detachment is not subdivided and has a capability of processing a *total* of 100 individuals at any one time.

b. Operational Procedures.

(1) The adjutant general directs the location of the replacement detachment. The detachment may be separated from the other elements of the administration company and the rear echelon. The division replacement detachment must be allotted an area that is large enough to contain a subarea for each of its three teams. Each subarea should have sufficient space to accommodate at least 100 men and allow proper dispersal. In addition, the replacement detachment area should contain an assembly area for troops arriving or departing.

(2) Replacements should not be held in the replacement detachment for longer than 48 hours. Nevertheless, detachment and processing personnel must at all times avoid creating an impression of impersonal handling.

(3) Immediately after their arrival in the detachment area, replacements are oriented on such matters as the history and accomplishments of the parent organization, replacement detachment facilities, mess hours, processing to be accomplished, length of stay, mail, and available facilities (post exchange, post office, bath). The division or separate brigade commander should be apprised of the arrival of replacements so that he may welcome them if he desires to do so. In accordance with established policy, the chaplain, medical officer, provost marshal, and other staff officers participate in the orientation of replacements.

(4) The replacement detachment supervises the movement of replacements to their units of assignment. The division supply and transport battalion, the separate brigade supply and transport company, or the receiving unit itself, provide the transportation. Normally, replacements are delivered to the battalion headquarters of units to which they are assigned, and after a brief welcome by the battalion commander or his representative, are escorted to their units of assignment.

(5) Personnel from the PSD and finance office conduct administrative processing and check the records of replacements. At this time, the replacements' equipment, clothing, and weapons are inspected for quantity and serviceability, and any missing or defective items are replaced.

(6) Security, defense, and damage control responsibilities exist for the replacement detachment and replacement personnel as outlined in chapter 6, FM 12–11.

Section III. AIRBORNE OR AIRMOBILE ADJUTANT GENERAL SECTION

4–9. Planning

While the functional responsibilities of the adjutant general of an airborne or airmobile organization are basically the same as those of the adjutant general of any other type of division or separate brigade, the nature of airborne or airmobile operations requires more detailed planning and more comprehensive operational procedures to provide uninterrupted personnel and administrative services under tactical conditions. Plans and operational procedures should be initiated early in the preparation period and modified or supplemented as planning progresses. Priority considerations and action requirements prior to and during the early phases of an airborne assault must be anticipated. Operational procedures should be tailored to the mission of the airborne or airmobile organization at the time of commitment. The areas which require detailed planning and comprehensive operational procedures are addressed in the paragraphs which immediately follow.

4–10. Replacements

Since airborne or airmobile operations are deployed with units at full strength or overstrength, timely action must be taken during the preparation period to bring all units up to the desired strength and eliminate ineffectives. Overstrength replacements for the initial stages of such operations are requisitioned on the basis of estimated losses. All replacements should be received in time to be integrated into their units prior to the marshaling of the parent organization for the operation. Usually, overstrength replacements do not participate in the initial airborne assault. They are held in the departure area and are normally airlanded in the objective area to replace known losses. Replacements are forwarded to units on the basis of their original assignment, with such minimum adjustments as are necessary to conform to actual losses experienced by the units concerned. Plans must provide for the allocation of aircraft for the movement of overstrength replacements to the objective area. Replacements required after the overstrength replacements have been absorbed by losses are requisitioned and processed through the replacement detachment of the administration company in the normal manner.

4–11. Postal Services

For security reasons, outgoing mail is held in the division or separate brigade APO during the marshaling period. Arrangements should be made for expeditious delivery of mail during the entire operation. While mail may be airdropped, it normally is airlanded. Operations that extend over a longer period of time sometimes make it necessary to echelon postal personnel between the rear echelon and the command post.

4–12. Personnel Services

Plans must be made to insure that, while the parent organization is operating in the objective area, all personnel actions are kept to a minimum and simplified to the maximum extent. The adjutant general forward element must, however, be capable of responding to requirements in connection with awards and decorations and battlefield promotions.

4–13. Personnel Losses Reporting

While the personnel losses reporting requirements for an airborne or airmobile operation are no different from those for a normal ground operation, a greater portion of the workload for the former must be planned for the adjutant general forward element. Such plans should include details for collection of data and information, initiation of reports, and transmission of such information and reports by the adjutant general forward.

4–14. Echelonment of the Adjutant General Section

The basic concept regarding echelonment of the adjutant general at the rear echelon and the main command post (para 4–3*b*(2)) is applicable to an airborne or airmobile organization in a tactical situation. The personnel and administrative operational requirements in the objective area may, however, necessitate the allocation of additional personnel to the adjutant general forward element at the main command post.

APPENDIX
REFERENCES

1. Army Regulations (AR)

28–52	Army Sports Program.
28–85	Army Library Program.
65-series	Postal Service.
66-series	Courier Service.
310–1	Military Publications—General Policies.
310–3	DA Publications—Preparation, Coordination, and Approval.
310–10	Orders.
330-series	Statistical and Accounting Systems.
341–10	Official Mail.
341–50	Mailing Instructions and Addresses for Certain United States Army Elements and Activities and Certain United States Citizens Outside Continental United States.
345–200	Records Management—Program Policies and Procedures.
345–210	Records Management—Files Systems and Standards.
345–215	Records Management—TOE Units of the Active Army and the Army Reserve.
380–5	Safeguarding Defense Information.
600–8	Unit Personnel Sections.
600–10	The Army Casualty System.
600–16	Personnel—General; Personnel Service Division Organization and Procedures.
600–17	The Division Personnel Support System; Organization and Procedures.
700–70	Distribution of Support Items for New Equipment.

2. DA Pamphlets (DA Pam)

1–10	Improve Your Writing.
310–10	Guide for Publications Supply Personnel.
340–1	Form and Guide Letters; How to Design and Use Them.
600–8	Unit Personnel Officer's Guide.

3. Field Manuals (FM)

12–11	Administration Company, Division and Separate Brigade.
14–3	Comptroller Support in Theaters of Operations.
29–6	The Personnel Command.
29–10	Supply Management in the Field Army.
54–2	The Division Support Command.
54–3	The Field Army Support Command.
54–4	The Support Brigade.
54–6	The Area Support Command.
54–7	The Theater Army Support Command.

100–10	Field Service Regulations: Administration.
101–5	Staff Officers' Field Manual; Staff Organization and Procedure.
101–10–1	Staff Officers' Field Manual; Organization, Technical, and Logistical Data.
101–10–2	Staff Officers' Field Manual; Organization, Technical, and Logistical Data—Extracts of TOE.

4. Tables of Organization and Equipment (TOE)

12–18	Special Service Organization.
12–37	Administration Company, Support Command, Armored Division or Administration Company, Support Command, Infantry Division, or Administration Company, Snpport Command Infantry Division (Mechanized).
12–66	Headquarters and Headquarters Detachment, Personnel and Administration Battalion.
12–67	Personnel Service Company/Detachment.
12–77	Administration Company, Support Command, Airmobile Division.
12–107	Army Band.
12–157	Administration Company, Support Command, Airborne Division.
12–167	Administration Company, Separate Airborne Brigade.
12–177	Administration Company, Separate Armored Brigade, or Administration Company, Separate Infantry Brigade, or Administration Company, Separate Infantry Brigade (Mechanized).
12–197	Administration Company, Separate Light Infantry Brigade.
12–550	Army Post Office.
12–560	Replacement Regulating Detachment.
12–570	Administrative Service Detachment.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

To be distributed in accordance with DA Form 12-11 requirements for Adjutant General Operations in Field Army.

☆ U.S. GOVERNMENT PRINTING OFFICE: 1968—305-508/5359A.